

# STRATEGIC PLAN 2013-2025

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# Executive Summary

## *Metro's Strategic Plan*

Metro is at a critical juncture. Since the system opened, the region has grown tremendously; yet investments and upgrades to the system did not keep up. Today's customers are experiencing the effects of years of chronic underfunding and underinvestment: aging equipment, deteriorating infrastructure and less-reliable service. Recent efforts to renew the system are helping matters, but will only bring the system back to where it should have been all along.

Meanwhile, the region is projected to continue to grow over the coming decades, and this growth will place even more pressure on a system that is already nearing capacity. To ensure that the system continues to meet the region's mobility needs as well as support the competitiveness of the region, Metro must not only continue the system rehabilitation that is currently underway, but also plan for future growth. Metro must complete today's work of rebuilding while at the same time articulating a strategic, long-term vision for the future of Metro in this rapidly-growing metropolitan region.

To rise to this challenge, Metro's leadership has created *Momentum*, a strategic plan that will guide Metro's decisions over the next 10 years and ensure that the system continues to support the region's competitiveness for decades to come. Building on the Board of Director's governance improvements, a renewed safety and performance management culture, and the accomplishments of MetroForward, *Momentum*:

- Ensures that Metro will provide the transit system the Washington region needs to deliver hundreds of millions of trips to residents and visitors each year;
- Provides vision and guidance for decision making to efficiently meet the needs of today while proactively preparing to support the future needs of a healthy, prosperous, and competitive region tomorrow;
- Establishes priorities for near- and long-term action and establishes a vision for its regional role that is consistent with language in the Metro Compact;
- Sets the stage for addressing Metro's chronic funding challenges, and among other items specifically calls for an aggressive effort to secure a reliable and sustainable source of funding for the system; and
- Calls on Metro to fill a critical role in regional transit leadership.

Meanwhile, *Momentum* gives Metro clear direction in fully-committing itself to the customer experience and ensuring the system and its customers are safe and secure.

## The Strategic Planning Process

The strategic plan presented in *Momentum* is a staff document for Board consideration reflecting thorough technical analyses, and extensive outreach and feedback from regional stakeholders. Board members and management initially reached out to stakeholders based on a draft framework for *Momentum*. As a result of the initial intensive discussions by the Board and the executive leadership team, Metro drafted a new vision, mission and goals that reflect the priorities of the region. With this new strategic framework in hand, the Board of Directors and management launched a comprehensive outreach program for *Momentum*. Reflective of Metro's broad reach across the region, the outreach plan was extensive, seeking input from Metro's customers, the general public, jurisdictional and federal funders, key regional civic organizations, Metro's own employees, and stakeholders. Business and advocacy groups further extended the initiative's reach. Metro's partners simultaneously joined the effort to promote maximum exposure, regional reach, and breadth of input.

Among the most prominent shared areas of feedback were the following sentiments:

- *Metro is critical to the region's future:* The transit system is the region's circulatory system; tending to it is essential to competitiveness, prosperity, and enhanced qualities of life
- *Continue rebuilding:* "Fix it" and make the system more reliable
- *Reduce crowding:* Metro needs more capacity on both rail and bus
- *Provide better customer information:* Customers want all types of trip information, on-demand, everywhere
- *Ensure predictable funding:* Citizens, leaders, and businesspeople alike are unified in calling for sustainable, reliable funding for Metro

## The Strategy

*Momentum* is both *responsive* to current feedback as well as *proactive* in anticipating future needs. Built around the four Board-endorsed strategic goals, *Momentum* articulates the following strategies for Metro:

### Goal 1 – Build and Maintain a Premier Safety Culture and System

#### Fix and Maintain the System

Metro will continue its efforts to return to and keep the system equipment and infrastructure in good condition. Metro will use data-driven and science-based methods to allocate resources, use system safety practices and principles and environmental design to enhance safety, and seek to meet or exceed national safety and security standards for transit.

#### Create a Shared Climate of Safety

Metro will work with employees, riders, jurisdictional partners, and the general public to make sure that everyone does their part in creating and sustaining a culture of safety and security in stations, vehicles, support facilities, and access points. Metro will enhance its communications feedback loops to bring critical safety information to empowered agents quickly, to prevent accidents before they happen.

#### Expect the Unexpected

Metro will continue to support the region's emergency transit management and security readiness protocols, and seek to make transit emergency protocols widely- and easily-understood. Metro will maintain regional evacuation capability and prepare for any event that requires wide-scale response. On a smaller scale, Metro will continue to improve incident response timing, planning, preparation and investigation.

## Prepare for Extreme Weather

Extreme weather is becoming more commonplace. Metro will continue to design and build the system, as well as implement operational protocols, which assume extreme weather may become the “new normal”. Facility enhancements, new equipment and strategic partnerships will also improve Metro’s ability to adapt to changing weather patterns.

## Goal 2 – Meet or Exceed Expectations by Consistently Delivering Quality Service

### Become a Self-Service System

Metro was designed to become a self-service system. Completing this design objective will ensure that customers can experience the system smoothly and Metro can re-allocate resources optimally.

### Focus on the customer

Metro will focus on the needs of Metro’s customers at all stages of a trip, and optimize its customer-facing employee approach.

### Fix it first and fast

Metro’s results focused maintenance approach is critical to keeping assets in a state of good repair and services running reliably. Metro will collect and utilize data on the performance of Metro’s system in order to deploy resources.

### Be on-time

Metro is dedicated to delivering service on time. Metro will continue to adjust service delivery to improve reliability, reduce crowding, and better serve travel markets.

### Make it easy to plan, pay, & ride

Metro will provide customers with accurate and timely information for navigating the region and for trip planning, including real-time information on arrivals and departures, or delays and incidents. Adopting new technologies and policies will help Metro offer easy and seamless planning and payment options for trips throughout the region.

## Goal 3 – Improve Regional Mobility and Connect Communities

### Be the region’s transit leader

Metro is not only the region’s largest transit provider, but is chartered as the region’s transit planning entity. Through leadership and partnerships, Metro will guide regional integration, ensuring that today and tomorrow’s regional transit services move people where they want to go, seamlessly.

### Maximize what we have

Metro will meet growing demand and address overcrowding by optimizing the capacity of the existing infrastructure. In addition, Metro will work with local jurisdictions to implement transit priority improvements on the street to move buses faster.

### Enhance access

Access to and linkages between stations/stops and services is the basis for a successful transit network. Metro and its partners have added sidewalks and bike lanes and connected local bus services to stations, but there is still much work to be done. Metro will continue to improve the usability of multiple modes of transit and the overall accessibility of the entire system to all riders.

### Expand for the future

Metro will work with local partners to enlarge the rail and bus network to provide high quality transit to communities across the region.

### Support the region's economic competitiveness

Transit is the backbone of the region and a key to its vitality. Metro will continue to support the development of places where people want to invest, live and work.

## Goal 4 – Ensure Financial Stability and Invest in our People and Assets

### Add new sources of predictable funding

Metro will work with regional and federal partners to develop a reliable funding source for transit. Metro is already working with regional partners to develop multi-year budgets to form the basis of stable funding agreements.

### Invest for the long-term

Vehicles, tunnels, bridges, stations and systems are all valuable physical assets for the region that will require replacement. Metro will prioritize and replace assets with a view to providing long-term safety, reliability and cost savings.

### Increase efficiency and lower costs

Metro will operate efficiently by focusing on key cost drivers, improving business processes, and using technology more effectively.

### Be Green

Metro will employ technologies and practices to reduce consumption of natural resources and pollution. Lower energy usage, alternative fuels, and sustainable development criteria will be considered for new facilities and vehicles.

### Recruit and keep the best

Continued growth and development throughout the region will require Metro to respond as a high performance organization. Metro will develop the people to meet the task by hiring quality candidates, providing training and career development, offering competitive compensation and acknowledging exemplary employees.

# Preparing for Tomorrow's Region, Today

Almost five decades ago, the Washington region faced a critical decision – continue to grow around roads and highways, or grow the region around rail, buses, *and* roads. Today, the choice that the region's leaders made to create Metro is paying economic, social, and environmental dividends every day. The Metro system – which now delivers 1.2 million customer trips daily – has anchored the region's growth and economic competitiveness over the past decades.

Now the system is at a critical juncture. As the region grew, investment and upgrades to the system did not keep up. Today's customers are experiencing the effects of years of chronic underfunding and underinvestment: aging equipment, deteriorating infrastructure and less-reliable service. Recent efforts to renew the system are helping matters, but will only bring the system back to where it should have been all along.

Without an eye to the future of the Metro system – and how it might keep up with continued strong growth in the metropolitan area – the region's competitiveness itself may be at stake. Certainly, Metro must not only continue the system rehabilitation that is currently underway, but also anticipate future growth to ensure that the region remains livable and advance its competitiveness.

There will be challenges to planning for the future while rebuilding the system. To meet these challenges, Metro's leadership has created *Momentum*, a strategic plan that will guide Metro's decisions and business plans over the next ten years and ensure that the system continues to support the region's competitiveness for decades to come. Building on the Metro Board's governance improvements, a renewed safety and performance management culture, and the accomplishments of MetroForward, *Momentum* can ensure that the organization will deliver the transit system that the Washington region needs to satisfy hundreds of millions of trips to residents and visitors each year. It provides vision and guidance for decision making so that Metro can not only meet the needs of today efficiently, but also proactively support the future needs of a healthy, prosperous, and livable region.

As the name suggests, *Momentum* is a dynamic process rather than a static document. It is designed

to be action-oriented yet flexible, so that Metro can anticipate, prepare for, and respond to changing circumstances.

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## ***Why Metro Needs a Strategic Plan***

Strategic planning is the process of determining what an organization does, where it wants to be and how it plans to get there. Organizations with well-defined strategic plans have the distinct advantage of clarity of common direction.

For transit authorities, a strategic plan and the planning process itself offer discipline, focus, and results-orientation, enabling the entire enterprise to focus its talents and energies and to measure



achievements against expectations and potential constraints. At Metro, it also provides leaders clear direction for prioritizing decisions around improvements, investments, expansion, operations, and maintenance.



Metro needs a strategic plan for all of the above reasons and more. The organization is implementing hundreds of improvements to rehabilitate the system and instilling management discipline to the organization via MetroForward and the General Manager/CEO's business plans. These efforts will have positive effects in the near term, but will be insufficient to prepare the system and organization for the challenges to come.

Decisions are already needed for actions beyond the business plans for at least the following reasons:

- When MetroForward and the current six year Capital Improvement Program (CIP) are complete, the backlog of maintenance needs could resume its growth and will require continued attention and funds so that Metro does not slip backwards;
- Meanwhile, the region is expected to continue to grow at a steady pace, bringing additional transit demand for existing and potential future locations and exacerbating crowding on buses, station platforms and trains, and system maintenance issues; and
- Finally, Metro's complex multi-jurisdictional funding arrangements will continue to make capital and operating budgeting and planning for ongoing repair and rehabilitation needs difficult.

*Momentum* positions Metro to address these challenges that are very important to the system, the organization, and most importantly, Metro's customers and the region.

## Strategic Plan Horizon

In any enterprise, strategic plans and business plans should co-exist, reinforcing one another, but serving specifically different functions and fulfilling different organizational needs.

*Strategic plans* are designed to guide an organization through multiple business plan cycles. They define what the organization will do, and to some extent the priority actions that should be executed in the near term. They often set funding and investment

directions and expectations for the overall organization, as well as define the long-term outcome from these investments. Though an expected life of a strategic plan for a public entity is approximately ten years, it may have impacts that last for decades.

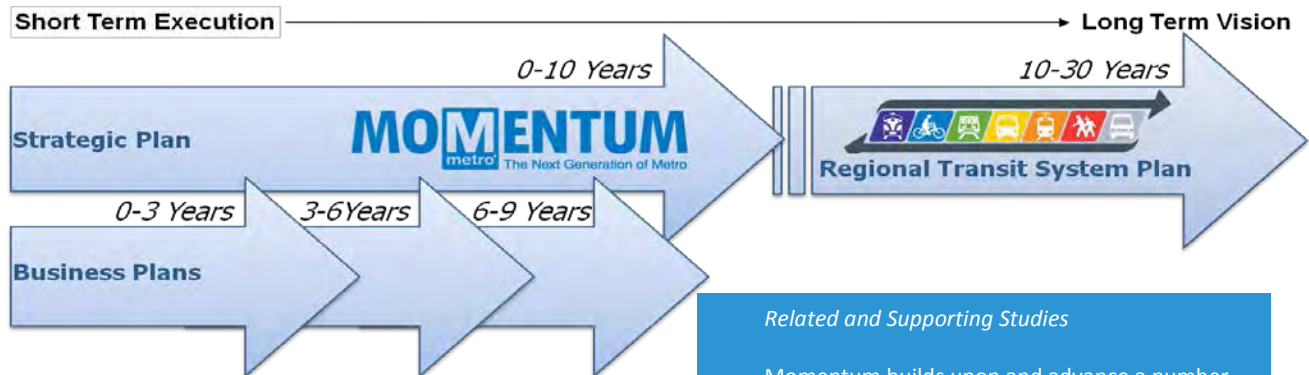
*Business plans* lay out short-term activities for strategic plan implementation. They identify executable and measurable actions to achieve specific performance targets within a set timeframe, and in many cases define the targets and measures themselves. They function at the department (not enterprise) level and are constructed with one- to three-year horizons. They are revisited at least annually to assess whether they have been successful in moving the department closer to achieving the goals of the strategic plan.

*Momentum* integrates and synchronizes the General Manager/CEO's business plan, which is already being implemented, into a larger strategic framework over a longer-term horizon. It also bridges near-term activities to Metro's Regional Transit System Plan (RTSP), a transit expansion plan for the region in 2040, and *Region Forward*, a broadly endorsed 2050 vision to help the region meet future challenges.

## Metro and Region Forward

*Region Forward*, the regional plan created by the Metropolitan Washington Council of Governments (MWCOCG), addresses the interrelated challenges of population growth, aging infrastructure, traffic congestion, energy costs, environmental impacts, affordable housing and sustainable development, as well as disparities in education, economics and health.

*Momentum* supports the key concepts of *Region Forward*, and in many ways *Region Forward* cannot be executed without the transit system of the future described in *Momentum*. For example, a majority of the 139 proposed regional activity centers (RACs) in the plan achieve this status in whole or in part due to the impacts of connections to high-speed, high-frequency transit – many or most of which do not exist today.



Simultaneously, the recently released *Economy Forward*, a companion piece to *Region Forward*, echoes many of the themes and goals of *Momentum* and reinforces the importance of transit to the region's overall competitiveness. Together, *Momentum*, *Region Forward*, and *Economy Forward* exemplify an action-oriented approach to advancing the region's competitiveness and supporting sustainable growth and regional prosperity.

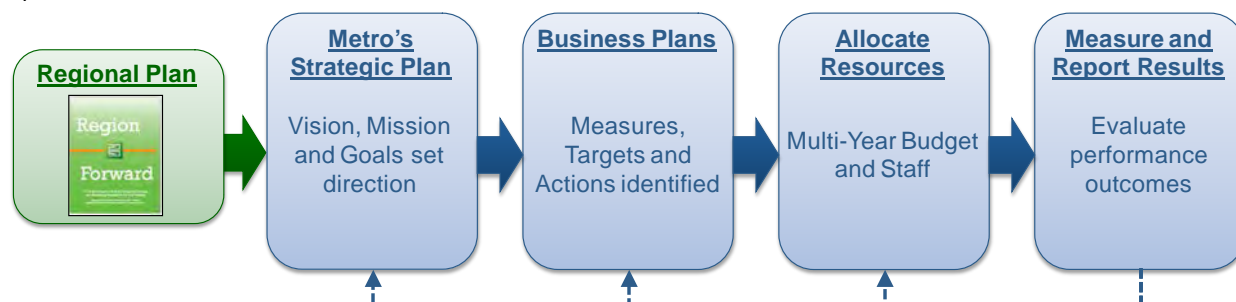
## Beyond the Plan – An Action Agenda

*Momentum* is not destined for a shelf. On the contrary, portions of *Momentum* are already being executed, meaning that elements in this strategic plan under Metro's control are already in implementation mode. Engineering work is well-underway to support some of the immediate and near-term investments and innovation to carry the system to the year 2025. Meanwhile, the RTSP includes preliminary planning work, which along with other elements that may be identified, that have to be evaluated as necessary to meet the demands in the future. Finally, elements of the business plan flow into and have been supplemented in *Momentum*, which also makes specific recommendations for elements to include in future business plans as well as specific actions and funding priorities for initiatives beyond the business plan horizon.

### Related and Supporting Studies

Momentum builds upon and advance a number of regionally significant planning studies that are either recently completed – or underway. They include:

- **Region Forward:** A vision for the DC region created by the Metropolitan Washington Council of Governments (2010)
- **Economy Forward:** A companion piece to Region Forward and call to action to enhance the region's competitiveness (2012)
- **Financially Constrained Long Range Plan (CLRP):** List of projects to be implemented in the region between 2012 and 2040 as compiled by the Transportation Planning Board (TPB) and local jurisdictions (2012)
- **Metro's 2040 Regional Transit System Plan (RTSP):** Metro's current planning initiative that identifies investments in all modes of the region's transit system that best prepare the region for growth through 2040 (Summer 2013).





# Metro's Regional Role

## Metro Today

In 1967, the federal government passed a bill to create the Washington Metropolitan Area Transit Authority (Metro). The interstate compact was signed by the District of Columbia, Commonwealth of Virginia, and the State of Maryland. Metro continues to be chartered by this interstate Compact. Among all transit providers in the Washington region – which number more than fifteen – Metro is unique in that it serves both states and the District and is the only transit entity that provides transit service in all three jurisdictional boundaries. It is truly the only regional transit network.

In the late 1970s, Metro trains carried just over 100,000 passengers a day and served hundreds of thousands of passengers on the bus system. In the last twenty years, rail average weekday ridership system-wide has gone from just over 500,000 in 1990 to almost 750,000 today, or 220 million trips annually, while weekday bus ridership has stayed at a stable level of roughly 450,000 daily trips, or 134 million trips annually. Since Metro's opening, most rail stations in the core of the system have seen ridership more than double.

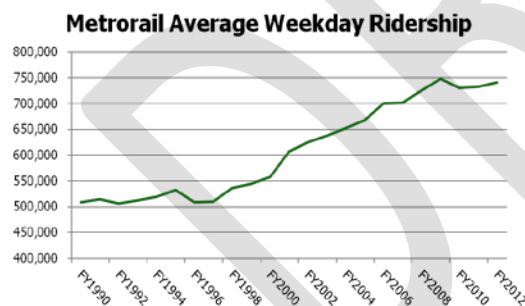


Figure 1 - Metrorail Average Weekday Ridership

Today, Metro is the largest and most-used transit provider in the Washington region, providing more than 1.2 million safe, clean and reliable trips each day to a population of 4.6 million within a 1,300 square-mile area. In terms of ridership, Metro operates the second largest heavy rail transit system, sixth largest bus network and fourth largest paratransit service in the United States. During the peak period, in addition to a growing local population base and tourists, more than 40 percent of Metro's riders are federal government employees.

This is more significant when considering that the Washington region itself is growing and the reliance on transit is growing at a pace equal to or greater than general growth trends.

- MWCOG's 2007/2008 household travel study found that 17 percent of the region's commuting trips are on transit – more than three times the national average
- In the system's core, 43 percent of workers use transit to get to work.
- Non-work trips are on the rise, and approximately 13 percent of all trips are conducted for non-work reasons (entertainment, shopping, etc.)

Public transit is also a vital link for citizens with disabilities who rely on MetroAccess, a paratransit service for people who cannot use fixed-route bus or rail systems. Operating in compliance with the Americans with Disabilities Act of 1990, MetroAccess provides approximately 2.1 million trips annually to thousands of people in the region.

	Service Area (UZA Sq Miles)	Region's Population (2010 Census UZA)	Ridership (Unlinked Passenger Trips in 000's)			Fleet Available for Maximum Service			Operating Budget (\$m)**	Capital Budget (\$m)**	Full Time Employees**
			Rail*	Bus*	Paratransit*	Rail*	Bus*	Paratransit*			
WMATA	1,322	4,586,770	287,304	128,444	2,122	1,106	1,495	740	1,580.5	848.7	12,332
NYC Transit	3,450	18,351,295	2,439,156	829,180	5,957	6,375	4,406	2,535	7,021.0		46,063
BART	524 <sup>1</sup> (SF/Oak only)	3,281,212	108,298	n/a	n/a	668	n/a	n/a	672.9	869.2	3,353
CTA (Chicago)	2,443	8,608,208	210,849	306,024	n/a	1,200	2,053	n/a	1,273.7	871.8	9,377
SEPTA (Phila.)	1,981	5,441,567	95,229	178,115	1,778	369	1,460	425	1,283.0	303.2	9,233
LAC MTA (LA)	1,736	12,150,996	47,906	365,976	n/a	104	2,609	n/a	1,467.0	1,535.2	9,011
MARTA (Atlanta)	2,645	4,515,419	77,732	68,009	508	338	633	175	434.9	372.0	4,820
MBTA (Boston)	1,873	4,181,019	139,040	108,128	2,096	450	874	755	1,766.3	766.5	n/a

\*Data from APTA 2012 Public Transportation Fact Book

\*\* Data from most recent agency budget online

Table 1 - Peer Transit System Information

## Metro's Benefits to the Region

Imagine for a moment the Washington region without Metro. Images of increased traffic congestion and lost productivity come to mind, and it turns out that these images likely understate the benefits that Metro conveys to the region today. Fortunately, regional leaders made wise decisions decades ago, making Metro a part of the regional DNA.

Importantly, Metro does far more for the region than providing transportation alone. It also provides economic, social, and environmental benefits which contribute to the region's health and vitality. *Making the Case for Transit* (2011) found that without Metro and the regional transit system that it feeds...

- There would be one million more auto trips per day;
- Congestion would increase by 25 percent, resulting in billions of dollars in lost productivity annually;
- More than 1,000 new lane miles would be needed on highways and arterial roads;
- All river crossings would need four to six additional lanes; and
- Downtown Washington would require 200,000 more parking spaces, which is the equivalent of 166 blocks of five-story garages, at a cost of at least \$4 billion (2012), excluding land.

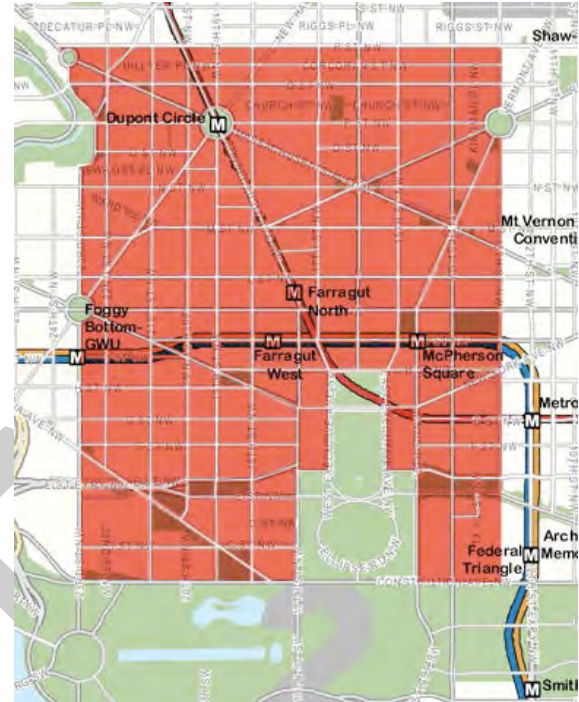


Figure 2 Illustration of land area that would need to be covered in parking garages in a world without Metro

## Metro – A Place for Business

Metro is critical to the prosperity of the region and has a positive effect on regional business activity. Employers have chosen Metro station areas as highly desirable places to locate jobs and attract employees. Within half-mile of rail stations and bus stops there are two million jobs, which account for 54 percent of all jobs in the region.



Figure 3 - Regional Employment Density

The Washington, D.C. Metropolitan Statistical Area (MSA) added 275,000 households and 295,000 jobs between 2004 and 2010. Of that growth, 6.4 percent of new households and 13.8 percent of new jobs located within one-half mile of suburban and one quarter-mile of urban Metro stations. The land area around these Metro stations comprised only 0.5 percent of the MSA land area, which suggests that Metro-adjacent locations are capturing far more than a simple share of growth.

## Public Transit: a Powerful Economic Development Engine

A study commissioned by Metropolitan Montreal's Board of Trade included regional economic competitiveness assessments for metropolitan areas in North America.

The study quantified regional competitiveness according to the following dimensions:

- Government and fiscal policy
- Security
- Infrastructure
- Human Resources
- Technology
- Business Incubation
- Trade openness
- Environmental Policy

Among the findings, included:

- The fifty leading metropolitan areas in the United States show a positive and statistically-significant correlation between "better public transit service" and "greater competitiveness"
- The most efficient cities are those where the proportion of public transit trips is highest.
- Public transit generates very important, economic benefits such as reducing the cost of trips for users, decreasing travel time for non-users, increasing the pool of workers and consumers for companies, and mitigating the harmful environmental effects of travel.

## Metro Supports Competitiveness

Metropolitan regions with robust transit systems have shown themselves to be more competitive than those without effective transit on a national level. Increased accessibility to employment and high quality-of-life mixed-use development that transit facilitates may convey a competitive advantage to those metropolitan areas that have it relative to those that do not. A 2004 study showed that the most economically competitive regions in

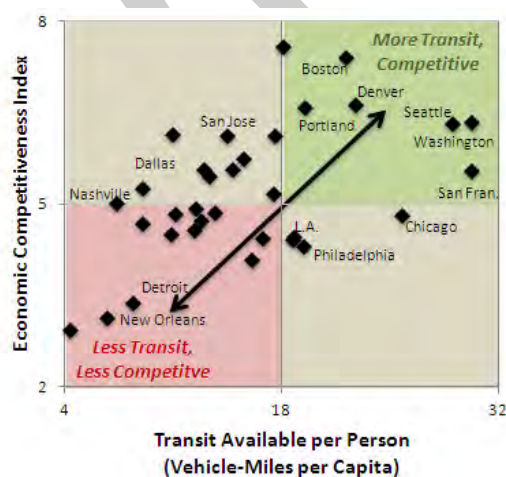


Figure 4 Comparison of Economic Competitiveness and Availability of Public Transit Service  
Source: Board of Trade of Metropolitan Montréal

the U.S. have good public transit systems, and/or invest more in public transit. Metropolitan areas with transit will enjoy stronger, more dynamic economies and are more competitive, most likely because, all else being equal, they are more attractive to businesses and residents than areas without transit.

### MWCOG's *Economy Forward*

In September 2017, COG released *Economy Forward*, a call to action for a more competitive metropolitan Washington. This report called for strong centers with housing, jobs, and access to transit as a means to enhance the region's competitiveness. Through monthly meetings with public and private nonprofit and academic leaders, it concluded that the transportation network is one of the five critical challenges in recruiting new business to the Washington region. It also concluded that "without adequate funding, Metro and the region's highways will become even more congested, which will hurt the region's productivity and economic growth potential."

### Metro Pays for Local Services

Property values are higher near Metro's high-quality, high-frequency, high-capacity services, delivering an incremental increase in total tax revenue to the compact jurisdictions. Proximity to transit, especially high quality, frequent, high capacity rail also increases property values. Proximity attracts residential, commercial, and retail development and enables people to access homes, jobs, shopping by transit, foot, or bike, reducing auto-oriented infrastructure (e.g. parking) and allowing that land to be used for the highest and best use.

- The land around Metrorail stations generates \$3.1 billion annually in property tax revenues to the jurisdictions.
- Of these revenues, \$224 million of incremental property value is from land near Metrorail stations – extra value that would not exist without Metro. This amount is equivalent to providing the public services shown below.

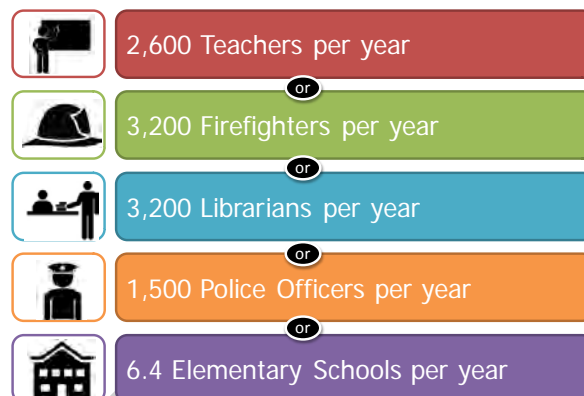


Figure 5 Source, WMATA Office of Planning, Preliminary Analysis

### Improved Quality of Life

Metro also delivers quality of life benefits to individuals by reducing the costs of travel and minimizing environmental impacts. Without transit:

- Congestion at peak times would increase 25 percent, costing over \$1.5 billion annually in wasted time and fuel.
- Households would spend an additional \$489 million/year in auto expenditures, including an additional 40.5 million gallons of fuel annually.
- Air quality would worsen with an additional 260 tons of volatile organic compounds, 22 tons of particulate matter and 500,000 tons of CO<sub>2</sub> in the air.

Emissions	Avoided by Metro
Volatile Organic Compounds (VOC)	260 tons
Particulate Matter (PM)	22 tons
CO <sub>2</sub> e	500,000 tons

Fills over 9 billion party balloons



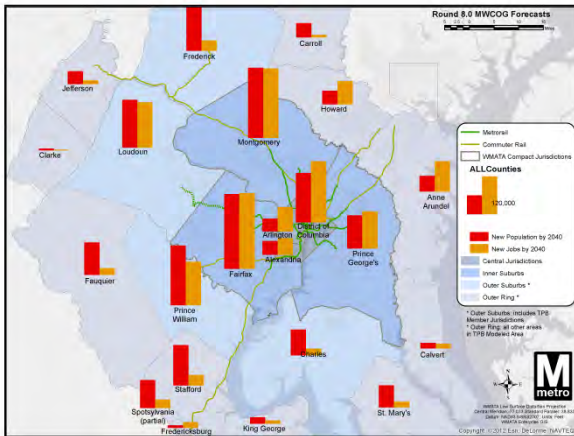


Figure 6 - Projected 2040 Employment and Population Growth, by County, MWCOC Round 8.0

## Preparing for Tomorrow

Over the next three decades, the Washington region is forecasted to experience increased growth, including a 30 percent increase in population and a 39 percent increase in employment. This would be equivalent to adding the population of the city of Philadelphia or Houston to the region. Notably, forecasts for the Washington region prepared in advance of recently-released Census 2010 data are already outdated, as they did not anticipate the extent to which D.C., Arlington, Alexandria, and close-in portions of Montgomery and Fairfax Counties would attract an increasing share of the region's growth.

The Washington region is among only a handful of MSAs nationwide where growth is occurring in the core and inner suburbs as well as in outer suburbs. Many metropolitan areas are "hollowing out" – meaning that growth is taking place regionally but inner and close-in jurisdictions are continuing to lose population and employment. This is not the case in the D.C. metro region, where not only is the region

growing, but there is growth taking place and projected to take place in the region's core (Washington, D.C.) as well as in the adjacent suburban jurisdictions.

Based on the MWCOC's projections shown below, although jobs will increase everywhere, the majority of employment opportunities and household counts will continue to be in Metro's service area. This means that a system that is already strained will continue to face pressure to move more people and more employees.

Meanwhile, suburban growth also adds pressure to the core of the Metro rail system. Suburban commuters that use kiss and ride or park and ride lots add pressure to the core, as do those that utilize commuter buses or commuter rail to access the Metro system. Finally, travel between suburban destinations is quite common, but is underserved by public transit.

## Supporting the Region's Growth

The challenge for Metro is how to adapt and adjust to a region that is growing rapidly, adding development at or near Metro station areas, and using a system that was conceived more than four decades ago at an increasing rate.

A vision for a regional transit system must be developed soon to update the region's transit network to accommodate future demand as well as better serve those who already ride the system. From 2010 to 2040, rail ridership is projected to grow from 750k to 1.05M, an increase of 40 percent. Bus ridership is expected to grow and is constrained to some extent by traffic congestion.

Platforms at major stations and trains during rush hours are crowded, reducing the reliability and comfort for customers. Buses on many of the most

Table 2 - MWCOC Population and Employment Projections, Round 8.0

	2010		2040		Growth 2010 to 2040		% Increase 2010 to 2040	
	Population	Jobs	Population	Jobs	Population	Jobs	Population	Jobs
<b>Central Jurisdictions</b>	962,842	1,100,033	1,200,795	1,418,730	237,954	318,697	25%	29%
<b>Inner Suburbs</b>	2,917,733	1,544,426	3,475,233	2,115,119	557,500	570,693	19%	37%
<b>Subtotal WMATA Service Area</b>	<b>3,880,575</b>	<b>2,644,459</b>	<b>4,676,028</b>	<b>3,533,849</b>	<b>795,454</b>	<b>889,390</b>	<b>20%</b>	<b>34%</b>
<b>Outer Suburbs</b>	1,129,669	492,879	1,710,176	824,318	580,507	331,439	51%	67%
<b>Outer Ring</b>	1,616,679	874,778	2,227,767	1,202,099	611,088	327,321	38%	37%
<b>TOTAL</b>	<b>6,626,923</b>	<b>4,012,116</b>	<b>8,613,971</b>	<b>5,560,266</b>	<b>1,987,049</b>	<b>1,548,150</b>	<b>30%</b>	<b>39%</b>

popular lines are standing room only and often don't have enough remaining capacity to pick up customers along their route. Throughout much of the region, buses sit in the same traffic as every automobile, reducing their speeds, reliability and competitiveness.

The Metro system's core capacity – an area that incorporates twenty-nine stations across all lines in D.C. and Northern Virginia – is the destination or transfer point for 80 percent of all rail riders system-wide. Crowded conditions during peak periods exist currently and as shown below, without rail fleet expansion, most rail lines will be even more congested by 2025. Pivotal improvements, such as operating 100 percent eight-car trains and maximizing train throughput during peak periods could increase peak-hour capacity by 40 percent system wide. In addition, increasing the capacity of transfer stations, will provide adequate capacity through 2040, except on the Orange and Silver lines as shown below.

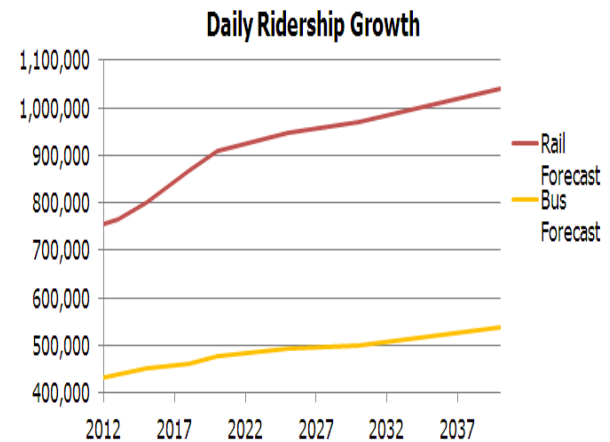


Figure 7 - Projected Ridership Growth of Metrorail and Metrobus, 2010-2040

Table 3 - Metrorail System Peak Period Capacity by Line without Fleet Expansion

PEAK HOUR PPC (MAXIMUM)				
	2012	2020	2025	2040
RED	Acceptable	Crowded	Crowded	Extremely crowded
YELLOW	Acceptable	Acceptable	Acceptable	Crowded
GREEN	Acceptable	Crowded	Crowded	Extremely crowded
BLUE	Acceptable	Crowded	Crowded	Extremely crowded
ORANGE/SILVER	Crowded	Extremely crowded	Extremely crowded	Extremely crowded

Acceptable (average passengers per car (PPC)<100)
Crowded (PPC between 100 and 120)
Extremely crowded (PPC >=120)

Table 4 - Metrorail System Peak Period Capacity: Expansion to 100 percent 8-Car Trains by 2020

	2012	2020	2025	2040
RED	Acceptable	Acceptable	Acceptable	Crowded
YELLOW	Acceptable	Acceptable	Acceptable	Acceptable
GREEN	Acceptable	Acceptable	Acceptable	Crowded
BLUE	Acceptable	Crowded	Crowded	Crowded
ORANGE/SILVER	Crowded	Crowded	Crowded	Extremely crowded



The region is expanding beyond its historical urbanized areas into previously agricultural suburbs. Numerous villages, “town centers”, urban revitalization areas, and revitalized inner suburbs are signs that the D.C. area now functions as a “regional city” – one that needs transit provision in places where the original system was never designed to go and may not be effective in meeting this new demand.

Additionally, expanding local transit services such light-rail transit (LRT), bus-rapid transit (BRT), streetcar, commuter rail, and local bus service will feed additional demand onto the rail system and eventually the system’s core. However, there is limited coordination between the 15 or so systems that also provide service in the region, raising the specter of a disorganized and inefficient transit network that does not deliver convenience, simplicity, or interoperability for the customer.

Finally, pedestrian and bicycle connections are two of the fastest growing contributors to rail ridership. Transit-oriented development (TOD) is critical to harnessing this trend, and office TOD in the eastern part of the region can help rebalance the “region divided” and make more cost effective use of the capital investment that has already been made in public transit.

Without emphatic commitments to rehabilitate and repair as well as bold visions for the future of the

region, the region’s future growth will be challenged. Some have even gone so far as to question whether or not the Washington region can achieve its bold growth projections without a renewed focus on transit – especially as transit investments are critical components of the assumptions feeding the forecasts. Metro can and should play an important role in developing this network, advocating for connections and projects to create a seamless experience for the customer, and identifying the most promising projects that provide the greatest regional benefit. However, it can only do so if it has the resources and resolve to address its own critical needs and improve its current and future health.

In fact, Metro may be the only entity capable of leading and cultivating a coordinated, efficient, and cost-effective transit solution suitable for the region’s needs. Article VI of the WMATA Compact defines the Authority’s responsibilities to develop and revise a Mass Transit Plan for the regional system.

Taking leadership in the region and assuming these responsibilities, however, cannot take place if the region’s largest transit provider and only entity chartered by law to organize the regional transit system faces capacity limitations that might negatively impact operations.

# Metro's Recent Accomplishments

Metro has been rebuilding inside and out, achieving significant improvements in safety and reliability of the system for the millions who rely on it. The results of this effort are showing, as a recent customer survey reveals that:

- 87 percent of bus riders and 86 percent of rail riders rated “high satisfaction” with safety, one of the highest scores among large transit agencies;
- 79 percent of bus and rail riders reported a “high likelihood” to recommend Metro to a friend, which, on the rail side is behind the industry averages.
- 84 percent indicated a “high satisfaction” with bus service;
- 80 percent indicated a “high satisfaction” with rail service;
- 65 percent of rail customers note high reliability which lags among comparable transit agencies; however, 73 percent of bus customers note the same which is on par or higher than the industry; and
- 73 percent of rail riders were “highly satisfied” with station cleanliness, one of the highest scores among large transit agencies.

In addition to customer satisfaction, Metro's achievements can also be seen through its performance against the metrics in its Vital Signs Report, which publicly tracks progress and achievement of milestones.

Between 2011 and October 2012, Metro has successfully:

- Improved Metrorail on-time service from 90 percent to 90.8 percent and Metrobus on-time service from 74.7 percent to 76.10 percent
- Improved escalator availability from 85.2 percent to 89.2 percent;
- Reduced employee injury rates by six percent; and
- Reduced customer injury rates from 1.8 percent to 1.69 percent.

## ***Building a Robust Safety Culture***

Metro's Board took the lead in building a “safety first” culture by establishing its own Safety and Security Committee. With feedback from a survey completed by nearly 100 percent of the Metro's employees, management began enacting reforms in 2010. The agency's progress in establishing an ever-improving safety culture is demonstrated by the results of Metro's Employee Satisfaction Survey of 2012. The most important finding is that employees are reporting significant progress on Metro's safety culture. In fact, scores indicate that employees:

- Know how to report safety issues or concerns;
- Feel they have the training to do the job safely and can provide ideas and suggestions for improving safety;
- Assert that their direct supervisor regularly provides safety communications;
- Report that their co-workers take safety policies and procedures seriously;
- Believe effective action would be taken if a safety violation was reported; and
- Assert they are comfortable in reporting safety violations and concerns.

“Our focus on safety and security continues to be a top priority. The Agency's relationship with our oversight agencies is much-improved; and our safety programs are serving our employees and customers better, as well as setting industry standards.”

– Mortimer Downey, Chair, Safety and Security Committee

Metro has also adopted an analytical approach to help prevent incidents, by employing smart technology and identifying hazards early. For example, safety officers and Metro Transit Police are now deployed geographically based on hazard reporting, analysis of crime statistics and identified “hot spots”.

The countless safety actions taken by the agency over the last two years also include improvements to equipment and infrastructure. Metro has installed hundreds of security cameras and video technology on buses, to decrease the occurrence of incidents and improve alertness. All of Metro's efforts to improve safety since 2010, including increased communication and analysis, have led to recognition from both the Federal Transit Administration (FTA) and the National Transportation Safety Board (NTSB). Of the 27 NTSB recommendations, seven have been closed, 13 have been submitted for closure, and seven are in progress.

## Strides in Improving Reliability

Thanks to its funding partners, Metro is now engaged in the largest capital improvement program since original construction. Two years ago, MetroForward was launched – an aggressive, \$5 billion, six-year investment program to rebuild the system. MetroForward is investing in what Metro's customers value most: safety, reliability and good customer service. With continued investment, it is projected that Metro will get through the intensive MetroForward "catch up" phase in the years ahead. MetroForward has already delivered:

- An aggressive escalator rehabilitation program;
- Continued improved elevator availability;
- Station repairs at Judiciary Square, Shady Grove, Rockville, White Flint, Twinbrook and Union Station;
- 461 new MetroAccess vehicles in service;
- Over 200 new replacement or rehabilitated buses in service;
- Electrical upgrades to accommodate additional 8-car trains on some lines; and
- Replacement of over 14.7 miles of rail, 36 No. 8 guarded switches, 16,000 ties, 11,731 cross ties, 62,723 linear feet of running rail, 20,745

"WMATA has made considerable progress in strengthening its safety organization, safety analysis capabilities, and information sharing and communication processes regarding safety issues."

– FTA Audit, November 30, 2012

fasteners, 8,849 insulators and 9,829 linear feet of grout pads.

Over the coming year Metro will be rehabilitating and replacing nearly **50 escalators**; **renovating 12 Metrorail stations**; retrofitting track and replacing track circuitry; rehabilitating third rail, running rail and track pads; installing track turnouts; purchasing new police radios; rehabilitating three bus garages; **replacing 100 Metrobuses** and rehabilitating 100 more.

In addition to rehabilitating and replacing Metro's existing vehicles, systems and infrastructure, Metro is also upgrading its future operations. In September 2012, Metro opened the new Shepherd Parkway Metrobus Division, a state-of-the-art garage that will expand Metro's ability to maintain its new vehicles. The facility is Metro's first building to receive a U.S. Green Building Council LEED Silver certification. Metro is also preparing for future operations of the Silver Line to Dulles by expanding its fleet with its 7000 series railcars, the most advanced in the industry, expanding and training its workforce, and adding capacity for maintenance at its rail yards.

While Metro is improving service and reliability through MetroForward, and building for the future, there are further improvements required to meet the growth expected in the region. Metro certainly must achieve a state of good repair (SOGR) by completing the program of investments outlined in MetroForward. Metro must then sustain this achievement over the long term – an effort which will require significant resources that have yet to be identified or allocated. Meanwhile, the funding for MetroForward itself is periodically threatened by federal budget negotiations and without a reliable



sustained source of funding, Metro will likely be unable to complete the remaining components required to achieve a state of good repair.

Moreover, preliminary estimates indicate that current funding levels are insufficient to keep up with replacement needs beyond the next five years. This means the maintenance backlog will return and grow after MetroForward. With possible funding reductions, such as elimination of the Passenger Rail Investment and Improvement Act (PRIIA) funds, the maintenance backlog may escalate unsustainably. Even assuming these funds remain in-place through 2019, annual funding to Metro will likely have to increase to achieve a sustained steady state of maintenance.

Metro will face new challenges as well. As new rail lines open – the Silver Line opening will increase the size of the rail system by 25% - and the existing system continues to age, Metro will need to increase investment in maintenance and desires to achieve a “steady state of maintenance” (SSoM). Metro is working to understand the scope and scale of work and capital required to reach a steady state of maintenance beyond MetroForward, and how constraints on funding and system capacity impact Metro’s ability to replace assets that have aged beyond their useful life. An Asset Management policy is being developed that will sync with this strategic plan to guide decisions and set out the asset management principles that Metro will embrace in developing and implementing the efficient and effective asset lifecycle management.

## Making MetroAccess More Efficient

To confront the challenges of providing more service for more customers with disabilities, while working to contain the high cost of door-to-door paratransit service, Metro launched an overhaul of MetroAccess. It has effectively enhanced the transit experience for customers, enabled customers with disabilities to travel more independently, and achieved millions of dollars of savings through avoiding contracted service costs. Achievements, which received an innovation award from the American Public Transit Association (APTA) include:

- Offered an integrated free and reduced fare program that automatically enrolled riders in the discounted fixed-route travel option

- Encouraged travel training, which shifted 559,106 trips to fixed route services, resulting in cost avoidance for the Authority of over \$25 million
- Worked with jurisdictions to prioritize local bus stop improvements with accessibility barriers
- Assigned designated specialists to work with applicants from the beginning to the end of their application and eligibility process.
- Employed trained recreation therapists to conduct paratransit eligibility assessments
- Implemented management level review of all ineligibility findings, which decreased appeals by 80%.

## Critical Board Accomplishments

Since 2010, the Board of Directors has been laying the foundation to rebuild Metro itself. From bringing on a new General Manager to putting in place the largest capital program since the inception of Metro, the Board has taken numerous actions to better equip the agency to succeed, including providing for a stronger governance foundation.

Under the leadership of a new Board, Metro has made substantial progress on **improving system safety, reforming the agency’s governance, and stabilizing its finances.**

The Board has made strategic investments in infrastructure, equipment and workforce training, and developed **policies that have markedly improved safety**, as recognized by the National Transportation Safety Board (NTSB), Federal Transit Administration (FTA), and has been well documented in the agency’s publicly reported Vital Signs score card.

Governance reforms undertaken over the last two years have modernized Board leadership, strengthened the agency’s governing structure, improved the Board-CEO partnership, enhanced internal management and prioritized public dialogue. The Board also adopted governance reform measures that **strengthened its Code of Ethics** and provided its **first-ever bylaws**, which detail the Board’s focus on policy, financial direction, oversight and Metro’s relationship with its customers and jurisdictional partners.

# Creating Metro's Strategic Plan

## Creating a Strategic Framework

Board Members and management initially reached out to stakeholders to develop a draft framework for *Momentum*, including:

- Representatives of federal, state and local governments;
- Metro's advisory groups; and
- Metro's employees.

Dozens of separate meetings were held in order to create a draft strategic framework. The outreach in this initial phase established the vision, mission and strategic goals which were then used for a second phase of more in-depth outreach which is continuing into 2013 and will assist in shaping the agency's strategic direction.

As a result of the initial intensive discussions by the Board and the executive leadership team, Metro drafted a new vision, mission and goals that reflect the priorities of the region – priorities that take into account expected growth in ridership, future funding levels, system maintenance requirements, and the need for an expanded transit network to sustain the region.

### Metro's Mission, Vision, and Goals

#### Vision

Metro moves the region forward by connecting communities and improving mobility for our customers.

#### Mission

Metro provides safe, equitable, reliable and cost-effective public transit.

#### Goals

- Build and maintain a premier safety culture and system
- Meet or exceed customer expectations by consistently delivering quality service
- Improve regional mobility and connect communities
- Ensure financial stability and invest in our people and assets

The new strategic plan and governance structure allow Metro to focus on achieving its mission of providing safe, equitable, reliable & cost-effective public transit and to begin laying the plans for future mobility & connectedness

In mid-2011 the Metro Board embarked on the strategic planning process, investing significant time discussing future growth, regional challenges, and the right priorities for Metro, leading to endorsement of a new vision, mission and goals

Metro's Board of Directors worked throughout 2011 to improve governance through new Bylaws, including a Code of Ethics and communications with the public

**A Better Metro**

**Strategic Plan:**

- Goals
- Actions
- Performance Measures

**Board Governance:**

- Board Mission
- Bylaws
- Procedures





# Extensive Stakeholder Outreach

With a new strategic framework in hand, Metro's Board and management launched a comprehensive outreach program for *Momentum*. Reflective of Metro's broad reach across the region, the engagement plan was extensive, seeking input from Metro's customers, the general public, jurisdictional and federal funders, key regional civic organizations, Metro's own employees, and stakeholders. Business and advocacy groups further extended the initiative's reach. Metro's partners simultaneously joined the effort to promote maximum exposure, regional participation, and breadth of input.

Through the outreach program, Metro worked to achieve the following goals:

- Engender ownership of and pride in Metro by providing a voice for many stakeholders in the region's transit future;
- Continue to build credibility and trust in Metro's regional transit planning role;
- Demonstrate the value of Metro to the region's economy and quality of life;
- Build a compelling case for the need to plan for Metro's future by educating the public about future opportunities and challenges; and
- Grow support for sustainable, long-term funding for Metro.

*Momentum's* outreach program was designed to be an interactive deliberative public dialogue. This approach enabled many people throughout the region to have input into the future of the region's transit system and to move towards a shared concept of "our Metro".

## The Stakeholder Outreach Process

*Momentum* employed a multi-pronged outreach and feedback gathering strategy, including both conventional and modern tools. Metro staff conducted community listening sessions, delivered presentations, deployed email blasts, issued press releases, held employee town halls, and distributed a host of collateral materials.

**Extensive measures were taken to ensure the most diverse and inclusive input possible.** The *Momentum* team reached out to the region's diverse communities including churches, libraries, residential communities, and social service agencies. Online and paper surveys in English and Spanish were distributed. Posters and cards on buses in English and Spanish directed riders to a variety of ways to make their voices heard. Advertisements were placed in multiple non-English language newspapers.

Metro's reach to non-English speaking residents also included the following:

- MindMixer website (see below): available in 60 languages;

"Hearing from our customers is one of the best and most important tools we have as we make decisions about Metrobus, Metrorail and MetroAccess service. Assembling feedback from a variety of sources gives us a more comprehensive view of service and helps us focus on constantly improving our customers' experience."

- Tom Downs, Chair, Customer Service and Operations Committee

- Metro website in five languages (English, Spanish, Korean, French, Chinese);
- *Momentum* forums including ADA-qualified participants and a Spanish language forum; and
- Framework brochure printed in English and Spanish.

The *Momentum* team also used web-based tools to facilitate an interactive dialogue online and through a crowd sourcing, input-gathering tool called "MindMixer". Meanwhile, Metro held deliberative forums with diverse sets of community members in each jurisdiction, convened a *Washington Post* forum called "Conquering the Commute", and hosted webcasts with information on *Momentum* and the future of Metro.



## Momentum Outreach Response

### Momentum Forums

Four deliberative forums, one in each jurisdiction and one in Spanish, were conducted. The special format allowed participants to learn more about



Metro issues, discuss them in groups, and vote on or prioritize issues. Approximately 120 people, recruited and screened to be a representative sample of Metro ridership, participated in these forums.

### MindMixer ([wmata.mindmixer.com](http://wmata.mindmixer.com))

The site has been visited over 11,800 times, by 7,200 unique individuals. Three rounds of questions were posted, generating comments ranging from many short-term suggestions such as platform markings, running more trains and more buses in the off-peak hours, and improving service information in the stops and stations, to long-term solutions such as separating the Blue Line, adding bus-only lanes, and second entrances and mezzanines at all major stations.

### Momentum Rider Surveys

On December 3, 2012, an online survey was sent to bus and rail riders to gather information from those who did not have a chance to participate in other *Momentum* outreach efforts. A random selection of 5,000 riders was made from those who used their SmarTrip card on Metro's system on November 29, 2012. In addition, on December 12<sup>th</sup>, Metro opened the survey to the public, which resulted in over 3,000 responses, most of which came from frequent riders. Metro also conducted a survey at various regional bus stops.

### Washington Post Forum

On December 14, 2012, the *Washington Post*, in conjunction with Metro, hosted an on-the-record Forum. Approximately 150 civic and business leaders and public officials attended. The content, however, reached many more people with an online viewing audience of 1,200 (double that of a typical forum), Tweets of 3.6 million impressions, and web page views of 10,000. The *Post* Forum focused on the challenges of commuting in the region, as well as possible priorities, approaches and solutions.

### [www.wmata.com](http://www.wmata.com)

The Board's strategic plan framework has been posted on line since September 27, 2012 for public review of the newly adopted vision, mission and goals. The website has offered a video of *Momentum* and a landing page with stakeholder information about the plan and outreach effort. In less than three months, these webpages have received 5,562 unique page views. Frequent tweets and Facebook posts have been received by Metro's 37,000 Twitter followers and nearly 4,000 Facebook friends.

### Stakeholder Presentations

Forty presentations were made throughout the region to:

*Business Groups*, including:

- Washington, D.C. Board of Trade
- Regional BID Council
- DC Building Association

*Public Officials*, including:

- Montgomery County, Arlington County, Prince George's County
- Northern Virginia Transportation Commission

- Virginia Department of Rail and Public Transportation

*Planning organizations* such as:

- Transportation Planning Board (TPB);
- National Capital Planning Commission
- DC and Prince George's Planning Departments
- Region Forward Coalition

*Advocacy groups*, such as:

- Urban Land Institute (ULI)
- Action Committee for Transit
- Coalition for Smarter Growth
- DC Federation of Citizens Association

Metro's Accessibility Advisory Committee, Riders' Advisory Council, and Jurisdictional Coordinating Committee were also briefed.

An employee town hall meeting was also convened with updates distributed to employees through the GM's weekly messages. Internally, five employee *Momentum* roundtable discussions have been held with leadership of multiple departments.

At the time of this report, Metro is still coordinating meetings with its Congressional delegation, jurisdictional Chambers of Commerce, economic development groups and other City and County officials to discuss *Momentum*.

#### **Other Outreach Tools:**

To encourage widespread input, Metro launched a "Big Idea" advertising campaign, which appeared in 17 local media outlets, including the *Korean Times*, *Epoch Times*, *El Tiempo Latino*, *Washington Hispanic* as well as on Patch.com and Facebook to encourage residents who are not digitally inclined to submit their ideas for Metro's future. Metro also sent monthly *Momentum* email blasts to stakeholders and monthly letters to SmarTrip users.

## ***Summary of Stakeholder Feedback***

The response to the feedback mechanisms was tremendous. A full detail of the feedback and tabulation of responses is in the Public Outreach Staff Report, with a summary of feedback by audience below.

#### **Customers:**

*"Today's service quality is a paramount concern"*

Throughout this process, customers indicated how important Metro is to their communities. Of those responding to the online survey, 77 percent said Metro was an important part of their decision to move to the area and 75 percent said it is the reason they stay.

Much of the feedback from customers has been service-oriented, weighted towards the short-term. Customers want Metro to keep rebuilding and improve predictability, reliability, and frequency. Customers indicated that "it would go a long way with us" if Metro could take care of the "little things" now. Instead of focusing on more rail lines and bus priority corridors, frequently raised issues include:

- Better in-system information;
- Enhanced station/vehicle amenities;
- More off-peak service; and
- Reduced crowding on both bus and rail.

In addition, for the future of rail, customers support all eight-car trains, more station capacity, more frequent bus service, improved accessibility and more options on rail. While bus enhancements overall were considered to be positive (including bus-only lanes and an extensive bus priority network), there was a general thinking that without rail enhancements, expanded bus service would not be sufficient to meet future demands.

With respect to funding, customer concerns focused on the cost and time required to prepare for the future. Many generally appreciated the importance of additional and stable revenues, and were open to discussing funding alternatives. According to the survey work, riders were most interested in committing a portion of existing transportation fees as the best approach to creating a long-term funding mechanism.

#### **Employees:**

*"Prepare people and assets for the future"*

Metro employees are concerned with preparing the system to handle future demand. This includes not only replacing aging components in rail, bus, and paratransit, but also replacing rolling stock, vertical transportation, customer communication, and technology, including the new electronic fare

payments program. Topics that were unique to Metro employees included the importance of incorporating a wrap-around health and wellness program to address symptoms such as fatigue.

Employees also want to prepare for the impact of climate change and increased incidences of extreme weather events.

Finally, employees indicated that financial stability is crucial to ensuring the viability of the organization. Suggestions included: establishing a new capital funding agreement that aligns with Metro's 10-year Capital Needs Inventory; improving efficiency by focusing on key cost drivers; prioritizing capital improvements based on achievement of strategic goals; and addressing multi-year operating budget needs.

#### **Elected/Public Officials:**

*"Fix the funding problem, and be the region's transit Authority"*

In meetings with government and elected officials, strong support emerged for planning for the future; bus rapid transit and expanded bus services to address both core capacity and suburb-to-suburb issues; and 100 percent eight-car trains to address core capacity and platform crowding. Concerns have been expressed that current funding levels will not support the regions' future needs and that regional dedicated funding will be critical to Metro's continued success. That being said, Metro will have to clearly describe needs and costs. The officials also seem to agree that Metro should "be responsible for coordinating regional connectivity" by fulfilling its role as the transit planner of the region, as outlined in the Metro Compact.

#### **Business Community:**

*"Metro is key to the region's competitiveness"*

Within the business community, there is general agreement that the future of the region's economy is tied to Metro's success. For instance, at a November Urban Land Institute (ULI) forum on regionalism, attended by over 150 executives from around the region, 70 percent indicated that expanded investment in public transit is key to continued economic growth in the Washington region. Attendees also believed that stable funding for transit is a major priority of regional business leaders to ensure future economic competitiveness of the National Capital Area.

#### **Advisory/Advocacy/Civic Groups:**

*"Provide better connectivity"*

The feedback received was diverse, but some themes rang true among all participants. Among the most prominent shared areas of feedback were the following sentiments:

#### **Metro is critical to the region's future**

The transit system is the region's circulatory system; tending to it is essential to competitiveness, prosperity, and enhanced qualities of life

#### **Continue rebuilding**

"Fix it" and make the system more reliable

#### **Reduce crowding**

Metro needs more capacity on both rail and bus

#### **Provide better customer information**

Customers want all types of trip information, on-demand, everywhere

#### **Provide Stable Funding**

Citizens, leaders, and business people alike are unified in calling for sustainable, reliable funding for Metro

Among the key advisory and advocacy groups in the region, there is wide support for Metro undertaking the *Momentum* planning effort. Priorities among these groups include better connectivity in the system and the region's communities; advancing core capacity improvements; better access (to stations and stops, between modes, from parking, to destinations). It has also been noted that Metro can help anchor complete communities and help reduce the total cost of housing and transportation for the region's residents.

These groups support Metro's Priority Corridor Network that increases roadway priority for buses, as this would encourage new direct connections between existing services.

Some discussions focused on land use policy and how it is a critical link to making Metro successful by thinking more strategically about which ridership markets should be promoted. Fare policy was also mentioned as a key ingredient in encouraging desirable ridership growth, especially filling empty seats on trains and buses operating in the reverse direction. Parking policy was also raised as an important element to determining how station areas are used.



# Making Metro the Regional Ride of Choice

Metro is hard at work improving the entire riding experience - from the time customers enter the station or arrive at the bus stop to when they leave the system. Metro believes that the transit experience in the Washington region can and should be second to none in North America, and the regional “ride of choice”. Responding to the feedback gathered, Metro already has its sights set on dramatically improved elements that will define the transit ride of the future.

The ideal transit ride of the future will be on an integrated, multi-modal network that supports the region's prosperity, livability and sustainability. New surface transit services will complement the extensive network of Metrorail and Metrobus lines, and some of the existing lines may be augmented or expanded. Customers will have a seamless and simple, payment, travel, and post-travel experience that allows for “one stop shopping” and a trip experience that makes transit the preferred mode of travel in the region.

Trips will be simple, predictable, and reliable, in stations, facilities, and vehicles that are safe, well-lit, and comfortable. Accurate, audible information will be provided to customers in multiple formats before and during their ride. Train and bus frequency will adequately meet demand system-wide. Customers will feel safe and secure before boarding the vehicles and after disembarking, and will have a variety of easy-to-use and timely information sources to help with trip planning and route selection throughout the region.

In short, the regional travel customer could prefer a transit ride – one conceived, organized, planned for, and coordinated by Metro.

## Improvements Underway

Metro has already begun taking steps to improve and expand the transit system, with project development activities occurring on many of improvements that will be needed by 2025.

Enhancements to the Metrobus system have been underway for a number of years. In 2008, the Metrobus Priority Corridor Network (PCN) Plan was adopted to implement improvements in the busiest 24 Metrobus corridors. Planning studies have been

*Surface Transit Modes including Bus Rapid Transit (BRT), Streetcar, and Light Rail Transit (LRT) need to be thoughtfully planned for system interoperability*



completed or are underway on 19 of them. Service improvements have been implemented on over half of those corridors. Metro has introduced new limited-stop Metro Extra service in five of those corridors. Metro has also been working with local transportation departments on new standards for Transit Signal Priority (TSP) that will support the implementation of bus priority in many corridors and pilot projects for bus lanes in congested corridors. Improvements have been made to bus stops and other customer facilities including new signs, maps, and customer information displays.

Planning and engineering activities have also begun on projects that will add capacity and improve access to the Metrorail system. A number of projects are underway that will support efforts to increase the number of 8-car trains in the peak period. The 7000-series rail cars have been designed and are currently being fabricated and the contract was designed with options that will allow Metro to expand the fleet to meet growing demand. Metro will soon complete a comprehensive study of rail maintenance and storage facilities and engineers are reviewing the power requirements needed to accommodate 100% 8-car trains. Planning studies have been conducted to identify needed station improvements at numerous stations, including detailed simulations of the most heavily used core stations such as Union Station and Gallery Place.

Other projects are under development to improve the quality of service and usability of the system. A comprehensive wayfinding study will assess and recommend improvements to the information that customers use to travel through the system. Metro is evaluating proposals to introduce new electronic fare payment technologies. Finally, a major customer service initiative is underway to improve how the Authority delivers service based on customer and employee priorities and preferences.

## ***Today's Transportation Investments – the “Constrained” Long Range Plan***

The region has a multi-centered pattern of projected development. COG's “Activity Centers” are important areas where the region's future growth of jobs and housing are expected to be concentrated. Many if not all of activity centers, however, assume that new high capacity, high frequency transit connections facilitate is either in-place or will be added to the region in order to facilitate their growth and development.

The Transportation Planning Board (TPB) and local jurisdictions have identified projects to be implemented in the region between 2012 and 2040 in the region's Financially Constrained Long-Range Plan (CLRP). These regionally-significant transit projects have progressed through planning studies to the point where locally-preferred alternatives have been identified and funding plans have been

developed. A list of these projects and subsequent map are shown below and on the following page.

These projects have received local jurisdiction support because local leaders and planners believe they are necessary to solving the region's transportation needs. Notably, these projects are to be funded and implemented not by one entity, but by the various entities in the region, and none the major projects are being led by Metro (even though Metro has functioned in various coordinating and management capacities). The major CLRP transit projects are shown below.

These initiatives, if implemented, would certainly add riders to the existing Metro system, which as mentioned before is already reaching capacity. Without improvements to the existing system, expectations of mobility improvements or enhanced transit access may be met with the reality of increased crowding, accelerated system degradation due to higher usage, and the potential for less-reliable service and system interruptions as the existing system tries to keep up with increased demand. Significantly, the current CLRP Financial Element has not identified reasonably-expected funding that would support the Metro core capacity improvement needs that could ameliorate these negative conditions.

## ***Creating Tomorrow's Transit Network***

Tomorrow's Washington region will require mobility solutions that not only alleviate system congestion today, but ones that connect new communities, deliver a safe and comfortable passenger experience, become a preferred means of travel in the region, and do so in a manner that is financially sound and sustainable. This is no simple task, to be sure, and serving tomorrow's Washington region will certainly require exploring and making difficult decisions, today.

After achieving a steady state of maintenance, Metro's first priority will be maximizing the current transit network and squeezing every last bit of capacity out of the system. Such plans may indeed better serve the region as it has evolved over the last 35 years, but they are only the foundation necessary to meet the needs of the region of the future.

Solutions to maximize the current transit network include running longer trains, making physical improvements to rail stations and fully implementing

the Metrobus priority corridor network. Inter-jurisdictional cooperation will be paramount in these busy priority solutions, as Metro does not own the roadways and local jurisdictions will need to cooperate to allow buses to bypass vehicular traffic congestion.

Longer-term solutions may include combinations of rail and bus improvements, new rail extensions into new markets, and/or the creation of parallel tracks to offload congestion from crowded lines. The latter could even include adding additional tunnels and bypasses to help system flow. These options may seem ambitious, but may be the appropriate way to keep up with a region that is growing additional dense nodes and doing so at a large geographical scale.

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Table 5 - Summary of CLRP Transit Projects

Constrained Long-Range Plan (CLRP)	Mode	Order of Magnitude Cost \$YOE	Lead Agency	Target Completion	Primary Transportation Purpose (Core Capacity, Station Accessibility, Expansion to New Markets, New Connection in Existing Service Area, Enhanced Service)	Impact on Metrorail and Metrobus					
						Line Core Capacity	Station Core Capacity	Flexibility/Redundancy	New Ridership	Efficiency of Existing Service	System Coverage
(1) DC Streetcar Phase 1 (H Street NE, Anacostia SE)	Streetcar	\$ 184	DC	2013, 2016	Enhanced Service	●	●	●	●	●	○
(2) K Street Transitway	Streetcar/Bus	\$ 90	DC	2015	Enhanced Service	○	○	○	●	●	○
(3) Veik MB Busway (Rockville to Wheaton)	BRT	\$ 60	MD	2020	Enhanced Service	●	●	○	●	●	○
(4) Corridor Cities Transitway (Shady Grove to Clarkburg)	BRT	\$ 545	MD	2020	Expansion to New Market	●	●	○	●	○	●
(5) Purple Line (Bethesda to New Carrollton)	LRT	\$ 2,150	MD	2020	New Connection in Existing Service Area	●	●	○	●	○	●
(6) Columbia Pike Streetcar (Baleys Crossroads to Pentagon City)	Streetcar	\$ 228	VA	2017	Enhanced Service	●	●	○	●	●	○
(7) Van Dorn to Pentagon Station BRT	BRT	\$ 100	VA	2016	Enhanced Service	●	●	●	●	●	○
(8) Silver Line Completion (to Loudoun County; Phase 1, Phase 2)	Metrorail	\$ 3,000	WMATA, VA	2013, 2017	Expansion to New Market	●	●	●	●	○	●
(9) Crystal City/Potomac Yard Transitway (Braddock Rd to Pentagon)	BRT	\$ 110	VA	2013, 2018	New Connection in Existing Service Area	○	○	●	●	●	○
(10) Potomac Yard Metro Station	Metrorail	\$ 250	WMATA, VA	2017	New Connection in Existing Service Area	●	●	○	●	○	●
		Subtotal									
		\$ 6,717									

Key To Impacts	
●	Strong positive
●	Somewhat positive
○	Little/Mixed/Uncertain
●	Somewhat negative
●	Strong negative

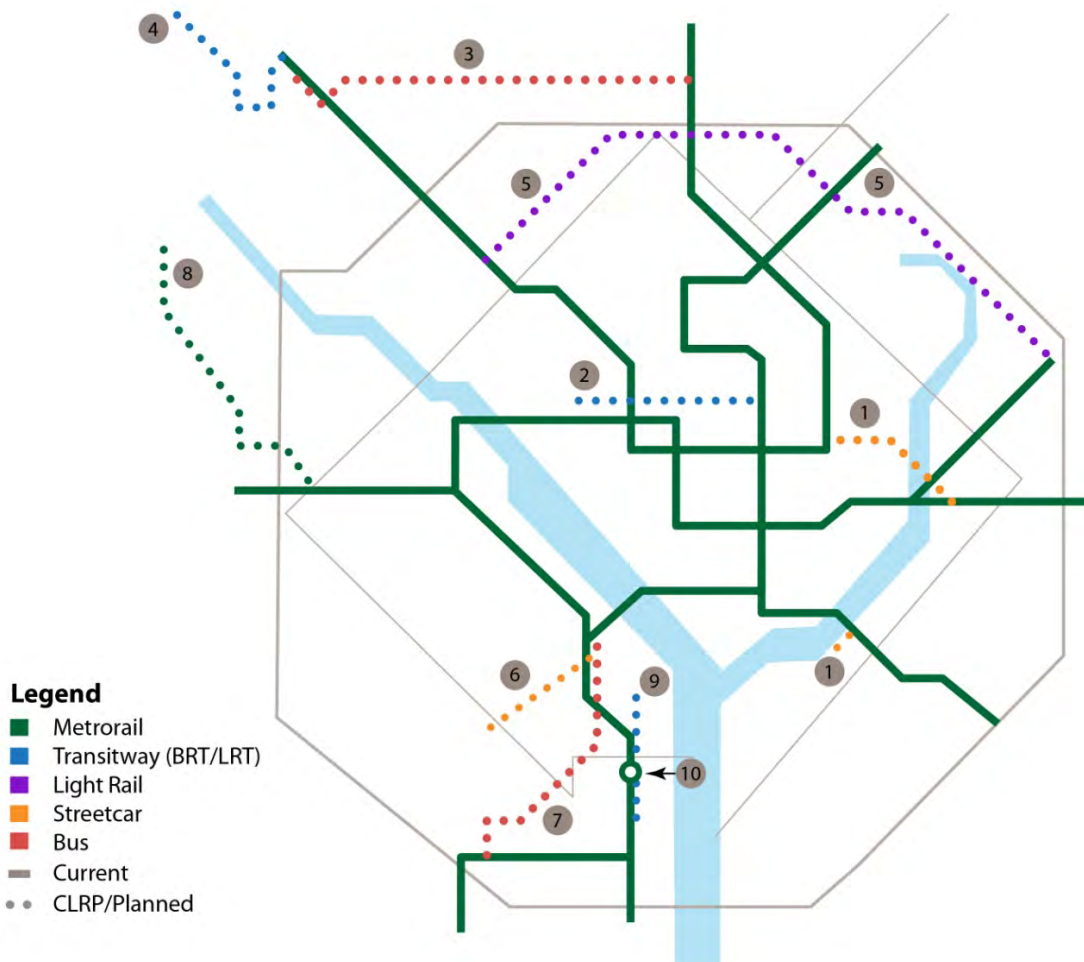


Figure 8 - Map of Transit Projects in Region's CLRP

## Metro 2025 - Making Good on the Region's Investments

Metro leaders have already formulated a series of initiatives to not only meet current demand but to prepare the system to keep up with regional investments and help the region maximize the return on these investments. These initiatives,

which should be completed by 2025 if they are to have maximum impact, will increase system and core capacity and improve the effectiveness of the rail and bus networks. Not only will these investments maximize the system that we already have, but also make it more likely that the region's non-Metro transit investments will have the results that the region needs and expects.

The elements, which in total are projected to cost approximately \$6B, include the following:

	Mode	Order of Magnitude Cost	Lead Agency	Target Completion	Primary Transportation Purpose (Core Capacity, Station Accessibility, Expansion to New Markets, New Connection in Existing Service Area, Enhanced Service)	Impact on Metrorail and Metrobus					
						Line Core Capacity	Station Core Capacity	Flexibility/Redundancy	New Ridership	Efficiency of Existing Service	System Coverage
Maximize Existing Metro System		\$2012									
100% 8-Car Trains (Railcars, storage, power traction system)	Metrorail	\$ 2,000	WMATA	By 2025	Core Capacity	🟢	🔴	🟡	🟢	🟢	🟡
Core Station Improvements, including Pedestrian Underground Connections	Metrorail	\$ 1,000	WMATA	By 2025	Core Capacity	🟢	🟢	🟡	🟡	🟢	🟡
Infrastructure to Increase Blue Line Service between Pentagon and Rosslyn	Metrorail	\$ 1,000	WMATA	By 2025	Core Capacity	🟢	🟢	🟢	🟡	🟢	🟡
Pocket Tracks, Turnbacks, Interlockings	Metrorail	\$ 500	WMATA	By 2025	Core Capacity	🟢	🟡	🟢	🟡	🟢	🟡
Next Generation Communications Infrastructure	Metrorail/ Bus	\$ 400	WMATA	By 2025	Enhanced Service	🟡	🟡	🟢	🟢	🟢	🟡
Metrobus Priority Corridor Network	BRT	\$ 600	WMATA, DC, VA, MD	By 2025	Enhanced Service	🟢	🟢	🟢	🟢	🟢	🟡
Bus Service Growth & Emerging Corridors (400 Buses & New Garage)	Bus	\$ 500	WMATA	By 2025	Enhanced Service	🟡	🟡	🟡	🟢	🟡	🟢
Subtotal		\$ 6,000									

Key To Impacts	
●	Strong positive
◐	Somewhat positive
○	Little/Mixed/Uncertain
◑	Somewhat negative
●	Strong negative

Table 6 Metro 2025 Investments and Order of Magnitude Costs

**Enable 100 percent 8-Car Trains**

<p><u>Summary:</u> Maximizing the capacity of the existing Metrorail system by enabling operation of 100 percent 8-car trains and maximizing train throughput is very important for addressing present and future congestion. This would entail improving the power traction system and expanding vehicle storage areas, as well as procuring more rail cars. However, in the longer run, this alone will not be sufficient to alleviate crowded conditions and enable future growth. Even with 100 percent 8-car trains, ridership will approach and exceed the capacity of 120 persons per car on several segments of the Metrorail system during the peak period.</p>	<p><u>Benefits:</u> Increase in core capacity by 35 percent, which will result in the ability to carry at least 35,000 more passengers per hour during the peak period (5am – 9:30am and 3pm – 7pm). Crowding on all but eleven segments during the peak period would meet Metro’s rail service standards of 100 passengers per car on average.</p>	<p><u>Cost Estimate:</u> \$2 billion (\$2012)</p>
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### Complete Metrobus Priority Corridor Network (PCN)

#### Summary:

In 2008, Metro developed the Priority Corridor Network, a set of strategies to improve bus service along 24 corridors which transport over 50 percent of Metrobus' ridership. While some improvements have been made, completing the PCN would enhance reliability, capacity, productivity, and system access through bus-only lanes, limited stop service, bus stop enhancements, and signal priority for transit. For the PCN to fully meet its goals, on-street bus priority is critical, which will require action from jurisdictional partners. Metro and the DC Department of Transportation (DDOT) are currently pursuing bus-only lanes for H and I Streets, NW between 13<sup>th</sup> and 17<sup>th</sup> Streets. In that corridor, buses carry about 40 percent of the people, yet account for 2 percent of the vehicles and they travel 50 percent slower than regular traffic. Bus-only lanes would increase their speed and reliability.

#### Benefits:

PCN service and roadway improvements are expected to add 100,000 more riders to the regional bus network.



#### Cost Estimate:

PCN \$600 million (\$2012)

### Station Improvements at Key Transfer Stations

#### Summary:

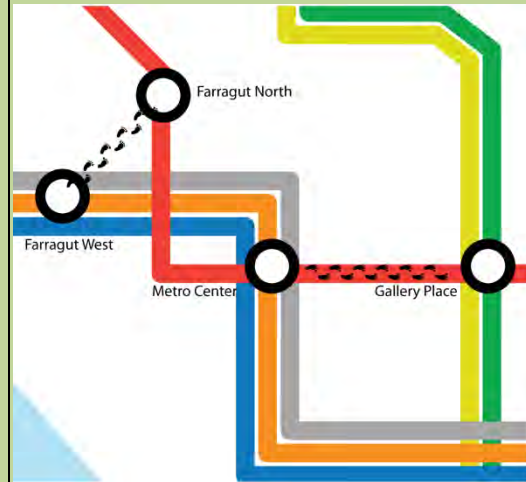
To accommodate future passenger volumes, especially those with 100 percent 8-car trains in operation, key stations such as Metro Center, Gallery Place, Union Station, and L'Enfant Plaza will require additional entrances, mezzanines, stairs, escalators and elevators. For example, at Metro Center and Gallery Place, by 2040, the number of transferring passengers may increase by 72 percent and 86 percent, respectively. To help reduce the number of transfers at these facilities a new underground pedestrian connection could be constructed to reduce use of Red Line platforms and escalators between these two stations. Similarly, an underground pedestrian connection could be built between Farragut West Station (Orange/Blue/Silver) and Farragut North Station (Red), offering passengers an alternative to transferring at Metro Center.

#### Benefits:

Pedestrian tunnels help reduce 2040 demand at Metro Center station to near 2007 levels. Key transfer station improvements reduce platform crowding and improve passenger distribution and circulation.

#### Cost Estimate:

\$1 billion (\$2012)



### Add Infrastructure to Increase Service on the Blue Line Between Pentagon and Rosslyn

#### Summary:

To relieve track and station congestion at Rosslyn, a new Metrorail connection could be built between the existing Orange/Silver Line west of Rosslyn and the existing Blue Line southeast of Rosslyn, bypassing the existing Rosslyn Station. This would allow some trains from the Orange/Silver Lines to be routed onto the existing Blue Line and provide a direct connection to Pentagon and points south in Virginia. Alternatively, a second Rosslyn station could be built to separate the Blue Line from the Orange and Silver Lines.

#### Benefits:

Adds operational redundancy and flexibility to the system; Increases service frequency on the Blue Line between Pentagon and Rosslyn; Improves intra-Virginia service connections.



#### Cost Estimate:

\$1 billion (\$2012)

## Metro 2040 – Building the System that the Region will Need

The year 2040 may seem distant and removed, but in the context of transit planning, it is right around the corner. Metro's Office of Planning is in the process of developing the 2040 Regional Transit System Plan (RTSP), which will outline a comprehensive set of strategies to prepare the region's transit system for continued growth. The RTSP, along with other elements that may be identified in the future, will need to be evaluated as necessary to meet the demands in the future. The plan includes a combination of core system rehabilitations and improvements, which are documented as part of Metro2025 above, as well as system connectivity and expansion, documented below as Metro2040. Most importantly, it combines all modes in the region's transit system, whether Metro will build or operate them or not. The strategies in the plan are designed to both serve existing areas better as well as to provide service to new areas, making possible Region Forward's vision

of regional activity centers and providing the region's travelers with transit options that improve regional mobility, enhance commerce and competitiveness, and have environmental and health benefits for generations to come.

If the Metro2025 investments are implemented, they will help the region re-create a world-class system and have mobility and economic development benefits for the next decade. However, Metro leadership is keenly aware that even if Metro 2025 is implemented, it will be inadequate to keep up with the total amount of projected growth that is forecasted to occur over the next thirty years. Metro leadership wants to make sure the region's transit network – which contributes to the assumptions feeding these growth projections – helps to ensure the region's growth and prosperity through and beyond this forecast period.

The Metro 2040 elements, all of which will require Metro 2025 as a precursor, are still in the conceptual planning phases and include the following:



	Mode	Order of Magnitude Cost \$2012	Lead Agency	Target Completion	Primary Transportation Purpose (Core Capacity, Station Accessibility, Expansion to New Markets, New Connection in Existing Service Area, Enhanced Service)	Impact on Metrorail and Metrobus					
						Line Core Capacity	Station Core Capacity	Flexibility/Redundancy	New Ridership	Efficiency of Existing Service	System Coverage
Expand the Regional Transit System											
New Connection of Existing Lines at Pentagon with 2nd Pentagon Station	Metrorail	\$ 600	WMATA	By 2040	Core Capacity	🟢	🟢	🟢	🟡	🟢	🟡
Silver/Orange Express Trunk: West Falls Church to 2nd Rosslyn Station to relocated Blue Line	Metrorail	\$ 2,300	WMATA	By 2040	Core Capacity	🟢	🟢	🟢	🟡	🟢	🟡
Metrorail Extensions on Orange (in MD & Va) and Blue Lines (Va)	Metrorail	\$ 6,800	WMATA, VA, MD	By 2040	Expansion to New Market	🔴	🔴	🟡	🟢	🔴	🟢
Relocated Yellow Line (Pentagon via 10th Street to Thomas Circle)	Metrorail	\$ 2,700	WMATA	By 2040	New Connection in Existing Service Area	🟢	🟢	🟢	🟡	🟢	🟢
Relocated Blue Line (Rosslyn via M St NW to Thomas Circle)	Metrorail	\$ 2,300	WMATA	By 2040	New Connection in Existing Service Area	🟢	🟡	🟢	🟢	🟢	🟢
BRT/LRT from Dunn Loring - Tysons - White Flint	BRT or LRT	\$ 1,100	WMATA, MD, VA	By 2040	New Connection in Existing Service Area	🟡	🟡	🟢	🟢	🟡	🟢
BRT/LRT from New Carrollton - Alexandria	BRT or LRT	\$ 1,900	WMATA, MD, VA	By 2040	New Connection in Existing Service Area	🟡	🟡	🟢	🟢	🟡	🟢
Enhanced Regional BRT System (Montgomery County, Fairfax County, Prince George's County)	BRT	\$ 1,500	MD, VA	By 2040	Enhanced Service	🟡	🟡	🟡	🟢	🟢	🟢
Rt 5/301 Transitway to Charles County	BRT or LRT	\$ 1,400	MD	By 2040	Expansion to New Market	🔴	🔴	🟡	🟢	🟡	🟢
Purple Line Spur to White Oak	LRT	\$ 800	MD	By 2040	Expansion to New Market	🔴	🔴	🟡	🟢	🟡	🟢
MARC Extension to Crystal City across the Potomac	Commuter Rail	TBD	MD	By 2040	Core Capacity	🟢	🟢	🟢	🟡	🟡	🟢
Commuter Rail Service Enhancements	Commuter Rail	TBD	MD, VA	By 2040	Enhanced Service	🔴	🔴	🟡	🟢	🟡	🟡
Enhanced Commuter Bus Network	Commuter Bus	TBD	MD, VA	By 2040	Enhanced Service	🔴	🔴	🟡	🟢	🟡	🟢
VRE Extension to Haymarket	Commuter Rail	TBD	VA	By 2040	Expansion to New Market	🟡	🔴	🟡	🟢	🟡	🟡
Full DC Streetcar Plan	Streetcar	\$ 1,500	DC	By 2040	New Connection in Existing Service Area	🟡	🟡	🟢	🟢	🔴	🟡
Streetcar connections across Potomac River (DC/Air)	Streetcar	\$ 200	DC, VA	By 2040	New Connection in Existing Service Area	🟢	🟢	🟢	🟢	🟡	🟡
Streetcar Extension to Lincolnia and on Rt 7 to Tysons	Streetcar	\$ 500	VA	By 2040	New Connection in Existing Service Area	🟡	🟡	🟡	🟢	🟡	🟢
WMATA Led Project Subtotal		\$ 20,200									
		\$ 24,800									

Key To Impacts	
●	Strong positive
◐	Somewhat positive
○	Little/Mixed/Uncertain
◑	Somewhat negative
●	Strong negative

Table 7 Metro 2040 Projects and Order of Magnitude Costs

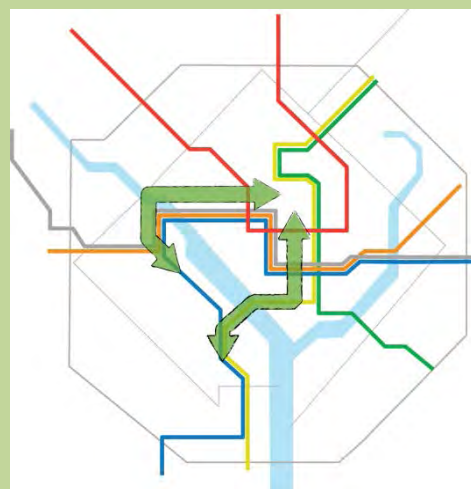
## New Lines for Core Capacity

### Summary:

In the longer run, as volumes on lines converging at Rosslyn and L'Enfant Plaza reach full capacity, new east-west and north-south Metrorail tunnels through parts of Arlington and District of Columbia would be built to accommodate trips to and through the system's core. An additional north-south tunnel would be built under 10<sup>th</sup> Street SW and NW, then west to Thomas Circle, to enable the Green and Yellow Lines to operate in separate tunnels. A second tunnel would provide additional east-west capacity and create a new Blue Line alignment through Rosslyn to Georgetown and along M Street NW to Thomas Circle. These two tunnels would greatly increase capacity in the system's core, alleviate congestion, and facilitate system expansion to serve outlying population and employment centers.

### Metro Role:

Lead



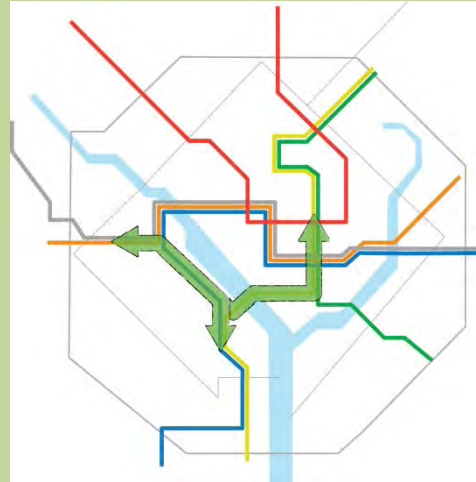
### New Rail Connection between Existing Lines

#### Summary:

Similar to the new infrastructure in or around Rosslyn in Metro 2025 above, a connection at the Pentagon could create a new pathway for trains from the Orange and Silver lines to access the eastern areas of downtown Washington on the bridge currently used by the Yellow Line across the Potomac River. A second Pentagon station would be built so that Orange and Silver Line riders could reach the Pentagon without transferring to the Blue Line.

#### Metro Role:

Lead



### Potential Metrorail Extensions

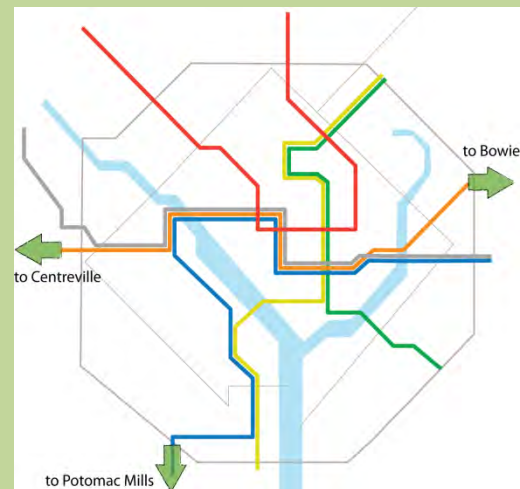
#### Summary:

To address the growth in the outer suburbs and extend the reach of transit, several extensions could be considered. These could be developed as Metrorail, bus rapid transit, or light rail, depending on further analysis. However, as they would bring additional riders into the system core, the core capacity improvements discussed would need to be in place prior to undertaking extensions. Examples of potential extensions include:

- Orange Line extension from New Carrollton to Bowie and Crain Highway in Maryland
- Orange Line extension from Vienna to Centreville in Virginia
- Blue Line Extension to Prince William County/Potomac Mills in Virginia.

#### Metro Role:

Jointly work with local jurisdictions



### Extend High Quality Surface Transit

#### Summary:

Some transit corridors are forecasted to have passenger volumes that are served more cost-effectively by LRT or BRT, rather than Metrorail. Examples of corridors include an extension of the planned Purple Line from New Carrollton south and west to Alexandria, and from North Bethesda to Tysons Corner and Dunn Loring. While the Purple Line between Bethesda and New Carrollton is planned as LRT, the extensions could be either BRT or LRT depending on further analysis at the corridor level. A Purple Line spur extending northward to White Oak in Maryland from the planned Purple Line could also be built to provide additional capacity to eastern Montgomery County. The Corridor Cities Transitway would be transitioned from the planned BRT to LRT with additional service and alignment enhancements. Montgomery County is developing a planned extensive BRT network.

#### Metro Role:

Jointly work with local jurisdictions

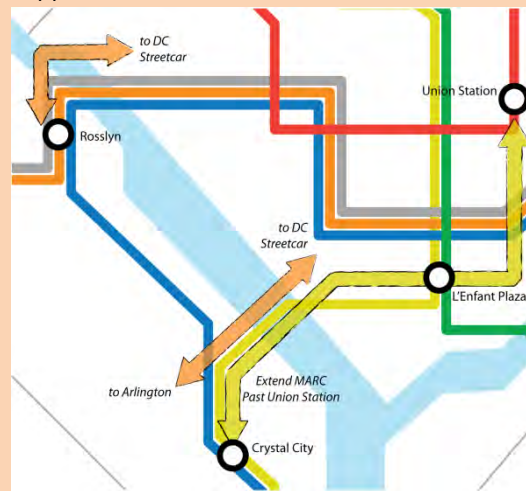


### Cross Potomac Connections for Streetcar and Commuter Rail

Summary: The planned streetcar networks include multiple routes currently under development in the District of Columbia and Virginia. By connecting these systems across the Potomac, additional capacity would complement that of the Metrorail system while serving travel corridors that align better with the region's travel patterns. Similarly, MARC commuter rail would be extended from Union Station to L'Enfant Plaza and across the Potomac to Crystal City and beyond, which would reduce pressures on Union Station and enable through-running of commuter rail between Virginia, Washington, and Maryland.

#### Metro Role:

Supporter/Advocate



## Commuter Rail and Bus Frequency and Span of Service

**Summary:** The capacity of the region's transit network would be expanded by improving the frequency of commuter rail and bus services, such as for MARC commuter rail services, additional off-peak service on the MARC Brunswick and Camden Lines with added bi-directional service on the Camden Line. Similarly, increased commuter bus frequency could provide more capacity and add bi-directional service during the peak period to support the reverse commute.

**Metro Role:**  
Supporter/Advocate



## Metro 2040 – The Regional Return on Investment

What if the region only invests in the set of projects incorporated did the CLRP, did not maximize the potential benefit of Metro 2025, and also avoided making the critical investments necessary for the region in 2040? Would the region continued exhibit forecasted levels of growth? What would tomorrow's regional travel look like and feel like? In addition to transit mobility, would we be giving up anything else?

The reader already knows that Metro provides countless economic, social, sustainability, and mobility benefits to the region today. Without continued investment to help the system – and the regional transit system as a whole – grow in step with the region, the region will miss out on a host of benefits that together more than pay the region back for its investment in transit.

By investing in the elements included in the vision above – creating the ideal transit ride and focusing on the plan built for 2040, the region would realize the following benefits:

### Economic and Fiscal Returns

- The region's property tax base would grow at a faster rate and create an incremental \$37 billion in value.
- This would yield an additional \$477 million per year in tax revenues due solely to the vision for 2040.

- Residents and employees would save approximately \$488 million per year in travel time savings
- Congestion would be lowered by 10 percent in D.C. and Arlington, and four to five percent in Metro's overall service area.
- The region would consume 11 million fewer gallons of gas annually, contributing to a total travel cost savings of another \$169 million annually.
- Regional households would purchase 60,000 fewer cars, saving them \$1.8 billion
- Fewer auto accidents would save the region \$112 million per year
- There would be less parking demand – to the tune of 45,000 fewer parking spaces needed in the core that would cost over \$870 million.

### Enhanced Mobility

- The system would add one million new transit trips over 2012 actual trips and 200,000 new transit trips in comparison with the 2040 CLRP network
- Transit's mode share would likely at least continue to keep pace with regional growth.
- The number of households and jobs near high-quality bus and rail would triple and double, respectively, as compared to today.
- Almost every Metrorail link would see acceptable levels of capacity usage.

**A More Livable Region**

- Ground-level emissions would be reduced, at a value of nearly \$1 million per year.
- Greenhouse gas emissions would be reduced by 100,000 tons of CO<sub>2</sub>, at a value of \$2 million, per year.

Tens of billions of dollars in value would be created as a result of implementing the transit vision of the

future. In effect, *Momentum* provides a blueprint not only for aligning the system with planned growth, but also allowing transit to be a building block for economic growth in the region. *Momentum* provides direction to help the region avoid the costly – in real dollar terms – consequences of not investing in the system’s future.

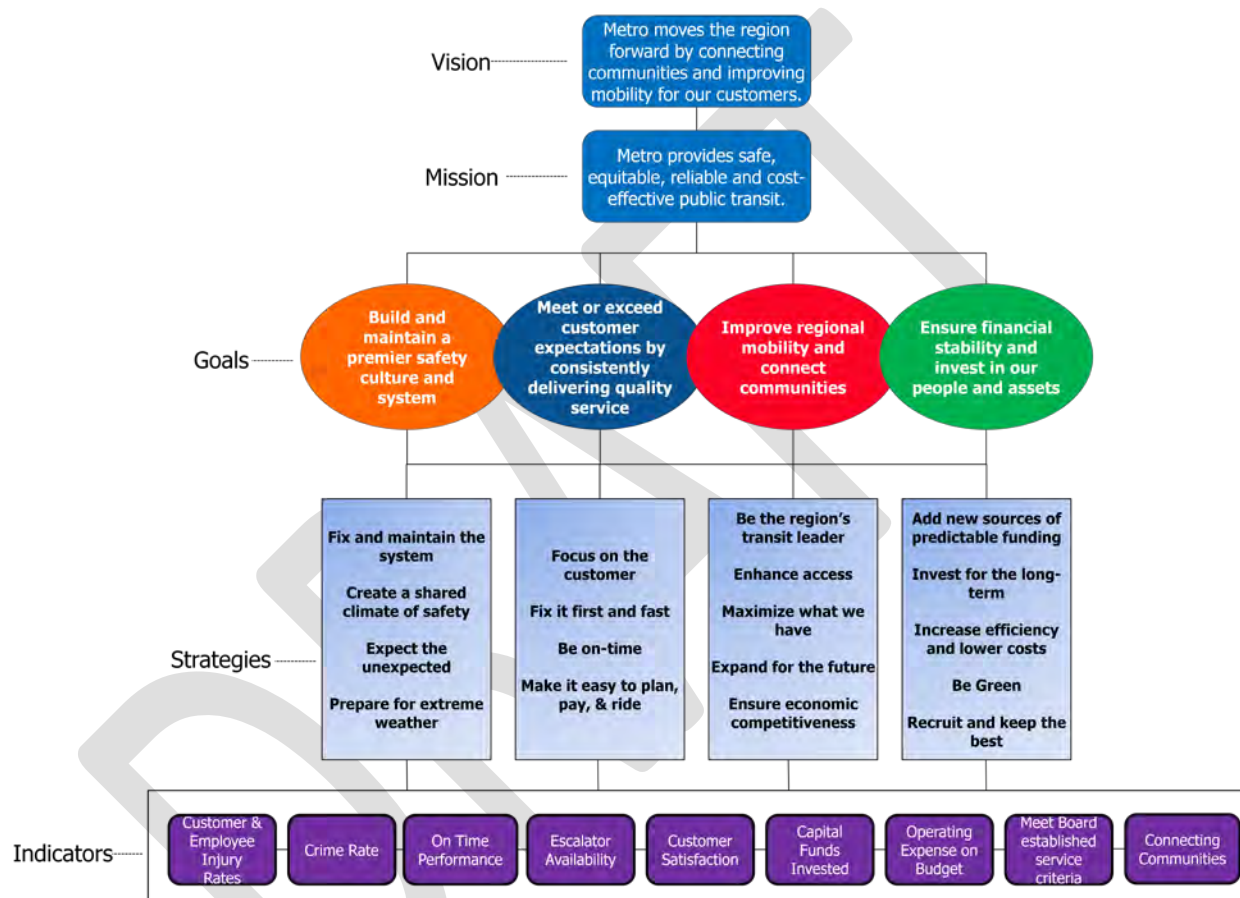
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# The Strategy

On the pages that follow this document outlines the strategic plan for Metro. The strategies support the vision of tomorrow's transit ride as well as give guidance to the types of investments and decisions that Metro can and must make in order to achieve this vision and support the region.

The strategies flow directly from Metro's Board-endorsed Vision, Mission, and Goal statements, and provide the overarching framework for executing the General Manager's business plan (see the diagram below).



## Goal 1

### ***Build and Maintain a Premier Safety Culture and System***

*Metro will create a safer and more secure transit experience for customers and employees.*

Metro customers and employees deserve and expect a safe environment – on the job, in the buses, on the trains and in the stations and shelters.

*Our commitment: A Metro ride is a safe ride.*

In 2011, **80 employees were recognized as Champions of Safety** for their efforts in safeguarding Metro employees, equipment and customers.

**More than 85 percent** of both Metrobus and Metrorail riders are **highly satisfied with security.**

According to the FTA, Metro has made “considerable progress” in strengthening its safety organization.



**MetroForward provides a solid foundation for improving our assets, but more needs to be done to keep the system running reliably and safely well into the future.**

# Strategies for Goal 1

## Build and Maintain a Premier Safety Culture and System

### Fix and Maintain the System

Metro will continue its efforts to return to and keep the system equipment and infrastructure in good condition. Metro will use data-driven and science-based methods to allocate resources, use system safety practices and principles and environmental design to enhance safety, and seek to meet or exceed national safety and security standards for transit.

Priority strategic actions include:

- Continue to complete all National Transportation Safety Board recommendations
- Set standards for police force based on national best practices
- Sustain efforts to maintain a high-reliability organization for decades to come

### Create a Shared Climate of Safety

Metro will work with employees, riders, jurisdictional partners, and the general public to make sure that everyone does their part in creating and sustaining a culture of safety and security in stations, vehicles, support facilities, and access points. Metro will enhance its communications feedback loops to bring critical safety information to empowered agents quickly, to prevent accidents before they happen.

Priority strategic actions include:

- Continue to inform customers on safe boarding and riding practices
- Strengthen partnerships with schools to combat youth crime
- Enhance safety by following Safety Management Practices
- Mitigate crime through environmental design
- Enhance the cooperative agreement with jurisdictional police to support Metro
- Fully implement all aspects of the close call program
- Embrace health and wellness to ensure top-notch employee performance
- Continue to enhance employee safety training throughout the organization

### Expect the Unexpected

Metro will continue to support the region's emergency transit management and security readiness protocols, and seek to make transit emergency protocols widely- and easily-understood. Metro will maintain regional evacuation capability and prepare for any event that requires wide-scale response. On a smaller scale, Metro will continue to improve incident response timing, planning, preparation and investigation.

Priority strategic actions include:

- Train staff to accelerate incident investigations
- Work to enhance the region's emergency transit management protocols
- Educate the customer about transit coverage and usage in regional emergencies
- Establish emergency transit availability language for mass communication providers
- Continue to harden the system to protect against a man-made emergency
- Pursue system-wide technologies that enhance system security and safety
- Establish continuous feedback loops to prevent accidents before they happen.

### Prepare for Extreme Weather

Extreme weather is becoming more commonplace. Metro will continue to design and build the system, as well as implement operational protocols, which assume extreme weather may become the "new normal". Facility enhancements, new equipment and strategic partnerships will also improve Metro's ability to adapt to changing weather patterns.

Priority strategic actions include:

- Adjust contingency plans system-wide for increased extreme weather
- Update design standards for 500-year storm
- Continue to update weather plans annually
- Implement physical designs that assume more frequent extreme weather



## Goal 2

### ***Meet or Exceed Customer Expectations by Consistently Delivering Quality Service***

*Metro will provide reliable, accessible, clean and customer-focused transit service*

Metro strives to be the region's preferred ride. That means that Metro will provide on-time service that gets customers where they want to go, when they want to get there. From the moment customers arrive in a station or board a bus or Access vehicle, Metro will strive to make travel safe, reliable, clean, comfortable and affordable. Trip information will be easy to hear and simple to obtain with support from the latest self-service technology and responsive staff.


Over the last two years Metro has improved on-time performance and customer service so today...

- Metrorail continues to make improvements to exceed 90 percent on-time reliability and MetroBus continues to improve service despite increasing traffic congestion and;
- Over 80 percent of both bus and rail customers surveyed are 'highly satisfied' with service.

Innovations such as enhanced station displays are improving Metro's information provision capabilities.

**"We are aiming for nothing short of excellence in serving our customers."**

*-Catherine Hudgins, Chair, Board of Directors*



**Metro is committed to continually improving customer experience with a combination of new technology and improved service.**

## Strategies for Goal 2

# Meet or Exceed Customer Expectations by Consistently Delivering Quality Service

### Become a Self-Service System

Metro was designed to become a self-service system. Completing this design objective will ensure that customers can experience the system smoothly and Metro can re-allocate resources optimally.

Priority strategic actions include:

- Invest in the technology infrastructure to complete the journey to a self-service system
- Invest in communications tools and technologies to provide the next generation of information services
- Re-invent customer-facing employee roles and recruiting/hiring protocols
- Commit to a customer education effort to smooth the transition to a self-service system

### Focus on the customer

Metro will focus on the needs of Metro's customer at all stages of a trip, and optimize its customer-facing employee approach.

Priority strategic actions include:

- Make stations and vehicles clean, well-lit, and comfortable
- Focus on recruiting and hiring as a means to achieve better customer-facing employee roles
- Monitor Metro's progress and strive to continually improve using mystery shoppers and satisfaction surveys and other venues

### Fix it first and fast

Metro's results focused maintenance approach is critical to attaining a state of good repair and keeping services running reliably. Metro will collect and utilize data on the performance of the system in order to deploy resources, proactively.

Priority strategic actions include:

- Conduct regular maintenance to keep assets operating reliably
- Perform vehicle mid-life overhauls, garage/yard rehabilitations and station upgrades
- Monitor reliability of assets, isolate root causes of disruptions and engineer corrective actions

- Aggressively rehabilitate segments of the rail system

### Be on-time

Metro is dedicated to delivering service on time. Metro will continue to adjust service delivery to improve reliability, reduce crowding, and better serve travel markets.

Priority strategic actions include:

- Place supervisors "on the street" to make service changes in real time
- Establish and perform to regional service standards for bus and rail
- Target service improvements along Metrobus corridors
- Identify areas of low performance, determine cause and implement solutions
- Hold MetroAccess contractors to agreed upon service delivery standards
- Modify schedules and routes to reflect changing traffic, demand, and service standard thresholds

### Make it easy to plan, pay, and ride

Metro will provide customers with accurate and timely information for navigating the region and for trip planning, including real-time information on arrivals and departures, or delays and incidents. Adopting new technologies and policies will help us offer easy and seamless planning and payment options for trips throughout the region.

Priority strategic actions include:

- Provide customers with accurate, clear and timely service information
- Provide readily-understandable and useful real-time information in station areas and vehicles
- Provide transit riders with a regional trip planning system that is mobile-device friendly
- Ensure a seamless fare system for public transit users in the region



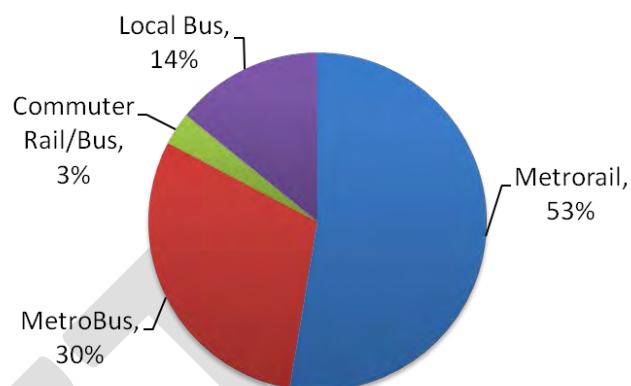
## Goal 3

### Improve Regional Mobility and Connect Communities

*Metro will be the region's transit planner, providing leadership for the transit map of the future.*

The region's public transit needs are great, and the current multi-party approach has flaws that threaten the overall viability of the network. Metro is the only entity that is capable of and chartered to provide regional transit leadership.

Assuming a leadership role, Metro will continue to work with the more than 15 agencies and the jurisdictions that now provide transit in the region to build a new, forward-looking plan to ensure all communities have access to transit that crosses and connects the region.



Average Weekday Ridership, 2011, NTD and WMATA



**Metro is the region's transit system providing over 80 percent of the region's average daily ridership. Metro's leadership in creating the transit map of the future is critical to the region.**

## ***Strategies for Goal 3***

### ***Improve Regional Mobility and Connect Communities***

#### **Be the region's transit leader**

Metro is not only the region's largest transit provider, but is chartered as the region's transit planning entity. Through leadership and partnerships, Metro will guide regional integration, ensuring that today and tomorrow's regional transit services move people where they want to go, seamlessly.

Priority strategic actions include:

- Develop and adopt regional long-range transit system plan
- Pursue policies at all levels of government to support a stronger regional role for Metro
- Promote Metro's interests in regional planning activities
- Support a regional approach to specialized transportation delivery
- Ensure interoperability across modes and non-Metro services such as facilities, schedules, payment, and fares

#### **Maximize what we have**

Metro will meet growing demand and address overcrowding by optimizing the capacity of Metro's existing infrastructure. In addition, Metro will work with local jurisdictions to implement transit priority improvements on the street to move buses faster.

Priority strategic actions include:

- Enable 100 percent 8-car trains during peak periods
- Expand capacity at major downtown stations and build pedestrian tunnels at key transfer stations
- Complete Priority Corridor Network plan by building bus-only lanes, fixing hot spots, and implementing other bus priority measures
- Evaluate tunnel capacity to provide new services and balance loads across the river
- Efficiently provide regional mobility by filling empty seats

#### **Enhance access**

Access to and linkages between stations/stops and services is the basis for a successful transit network. Metro and its partners have added sidewalks and bike lanes and connected local bus services to stations, but there is still much work to be done. Metro will continue to improve the usability of multiple modes of transit and the overall accessibility of the entire system to all riders.

Priority strategic actions include:

- Work with partners to maximize safe, direct access to stops/stations for all users and modes
- Work with partners to ensure seamless connections between Metro and other transit systems in the region
- Increase utilization of Metro's parking facilities and expand capacity by sharing parking with adjacent development
- Increase mode share for pedestrian and bicycle access to transit

#### **Expand for the future**

Metro will work with local partners to enlarge the rail and bus network to provide high quality transit to communities across the region.

Priority strategic actions include:

- Begin operations of Silver Line in the Dulles Corridor
- Connect communities with new high quality transit that supports regional trip-making across local boundaries
- Increase utilization of Metro's parking facilities and expand capacity by sharing parking with adjacent development

#### **Support the region's economic competitiveness**

Transit is the backbone of the region and a key to its vitality. Metro will continue to support the development of places where people want to invest, live and work.

Priority strategic actions include:

- Work with local jurisdictions to develop policies and plans that support transit-oriented development
- Design services to link riders to jobs
- Advance development projects on Metro property

## Goal 4

### ***Ensure Financial Stability and Invest in our People and Assets***

*Metro will seek sufficient and stable funding while leveraging all of its assets wisely.*

Metro will put to best use all of its resources—from investing in employees and smarter management of equipment to securing a sound financial roadmap for the future.

But this alone will not give the region the transit network it needs for the future. Reliable and sustained funding will be absolutely necessary for Metro to make the critical investments that the region needs. Metro will work with partners at the local, state, and federal levels to ensure that proper funding mechanisms and practices are in place.

Metro is a **wise steward of its resources**. Each year, Metro recycling efforts divert from the waste stream.

Among the nation's 25 largest transit systems, Metro is among only three that do not have a reliable and sustained source of funding.





## ***Strategies for Goal 4***

### ***Ensure Financial Stability and Invest in our People and Assets***

#### **Add new sources of predictable funding**

Metro will work with regional and federal partners to develop a predictable funding source for transit. Metro is already working with regional partners to develop multi-year budgets to form the basis of stable funding agreements.

#### **Priority strategic actions include:**

- Ensure adequate annual operating and capital funds
- Maintain funding levels in accordance with PRIIA
- Capture additional revenue from real estate and advertising
- Establish multi-year rolling schedule for: six years for operations and ten years for capital
- Extend the capital budget cycle
- Pursue fare policies that support the fiscal health of the organization

#### **Invest for the long-term**

Metro's vehicles, tunnels, bridges, stations and systems are all valuable physical assets for the region that will require replacement. Metro will prioritize and replace assets with a view to providing long-term safety, reliability and cost savings.

#### **Priority strategic actions include:**

- Replace aging vehicles and garages with safer, more modern designs; Maintain Access fleet with an average age of less than five years
- Develop an asset management approach in line with industry best practice
- Replace low performing escalators and elevators
- Replace running rail and track circuits to improve reliability
- Keep infrastructure and technology on schedule for repair or replacement
- Maintain a bus fleet with fewer than 6 percent of vehicles more than 10 years old

#### **Increase efficiency and lower costs**

Metro will operate efficiently by focusing on key cost drivers, improving business processes, and using technology more effectively.

#### **Priority strategic actions include:**

- Create affordable collective bargaining agreements
- Streamline procurement processes for materials and services
- Stabilize workforce by managing absenteeism and overtime

#### **Be Green**

Metro will employ technologies and practices to reduce consumption of natural resources and pollution. Lower energy usage, alternative fuels, and sustainable development criteria will be considered for new facilities and vehicles.

#### **Priority strategic actions include:**

- Expand the share of alternative fuel vehicles
- Pursue energy efficient designs of equipment and facilities
- Ensure environmental excellence inside and out
- Explore potential for installing electric charging stations for surface vehicles at rail stations

#### **Recruit and keep the best**

Continued growth and development throughout the region will require Metro to respond as a high performance organization. Metro will develop the people to meet the task by hiring quality candidates, providing training and career development, offering competitive compensation and acknowledging exemplary employees.

#### **Priority strategic actions include:**

- Utilize screening tools to find high quality diverse candidates
- Expand technical/trade school partnerships to recruit and train staff
- Identify and acknowledge exemplary employees
- Implement succession planning to accommodate future authority needs
- Better delineate the Metro career path to foster retention of talent.

# Implementing *Momentum*

## *Delivering the Ideal Transit System*

Delivering the transit system that the region needs will require an unequivocal commitment of additional resources from internal and external stakeholders. Simply put, the rehabilitation work being accomplished at the time of the writing of this document will not be nearly enough to keep up with the region's needs, and without additional resources it will be unlikely that the region can continue to enjoy a transit network that contributes to competitiveness and makes the Washington metropolitan area one of the most desirable places to live and work.

### *Maintaining the Existing System*

After the completion of the current rehabilitation and rebuilding work, the system is not free of capital needs. Current estimates suggest that Metro needs approximately \$1B (in \$2012) per year simply to support the existing system, even after rehabilitation. This amount achieves a "state of good repair" for the existing system, but is by no means a suitable endpoint for the region. It does not address issues of crowding and capacity nor serve the needs of a growing region.

### *Metro 2025*

As described earlier, the region is currently planning and/or implementing nearly \$7B in transit investments, none of which address the system or operational challenges Metro currently faces. If implemented, these transit investments will add riders to the system and exacerbate current conditions on Metro – meaning more crowding, less reliable service, and accelerated system degradation.

Implementing Metro 2025 will ensure not only that Metro addresses existing core capacity and service needs, but also ensures that the regional investment in locally-sponsored transit is money well-spent. The current estimate for all elements of Metro 2025

would increase Metro's annual funding need from \$1B to \$1.5B.

### *Metro 2040*

Implementing Metro 2025 means that the region will have the transit network that can serve the region in the next decade. However, it stops short of giving the region a transit system that is built with the future in mind. Questions about whether the region will live up to its growth potential without a transit system built to accommodate the world in 2040 are fair to ask – as is asking about the quality, conditions, and reliability of the system in 2040 should the region still rely on one built for 2025.

Metro 2040 is the responsible approach to preparing for a growing region. Components are still in the planning phases, as the long-range plan is still under development. In sum it delivers the transit system of the future that the region deserves – current estimates in \$2012 for the entirety of its elements are at least \$25B, of which over half would be investments in and by Metro and the balance of which would be locally-supported transit investments.

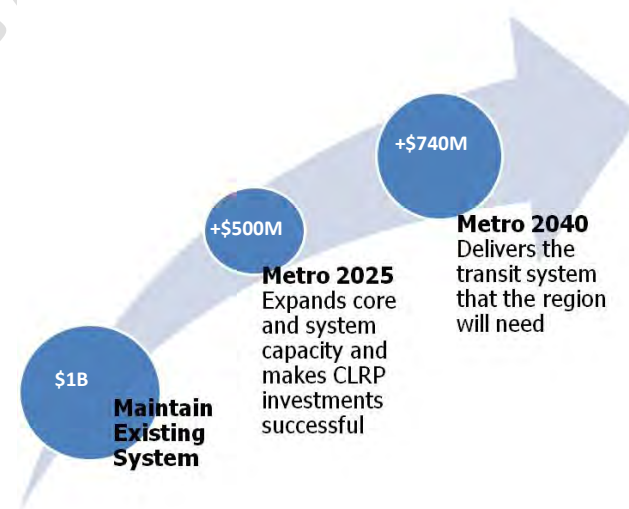


Figure 9 Proposed Order of Magnitude Annual Capital Funding Needs for *Momentum*



## Addressing the Funding Challenge

Like many of the nation's transit agencies, Metro must rebuild its once-new capital assets as they wear down and deteriorate after decades of use. Metro could feasibly use every penny in its capital budget for years to come just reducing its backlog of maintenance issues. Moreover, Metro also needs to ensure that the system is able to overcome the capacity constraints that come with a regional population expected to swell in both the central core and the suburbs in the years ahead. And on top of this, Metro will need to address calls for entirely new service in many areas of the region.

However, Metro is rather unique among major US transit agencies for its lack of a local dedicated funding stream; many other U.S. systems have worked successfully to implement taxes and other locally-sourced mechanisms committed to capital improvements. Without such a mechanism in place, Metro is heavily-constrained in its capacity to pursue the vision outlined in *Momentum*.

Hence to accomplish the goal of continuing to support the region through the transit vision articulated in *Momentum*, Metro must first tackle two funding issues.

First, Metro must work to ensure it continues to receive the robust capital funding from its local, state and federal partners that it has in recent years. This level of funding, however, is threatened. Traditionally, much of Metro's capital needs have been provided by federal dollars matched by local contributions. But gas tax revenues, which are often used as the source of these dollars at the state and federal level, have not kept pace with inflation, while policymakers have entertained few new funding options. In addition, some policymakers are increasingly averse to strong federal infrastructure spending, with some policymakers even pushing the federal government to "devolve" the federal role in transportation and exit the funding business altogether. Finally, some in Congress are calling for the near-term elimination of the \$150 million

appropriation that the federal government provides to Metro annually and which the region matches, although it is already set to run out in 2019.

Twenty-three of the twenty-five largest transit agencies in the country have some level of dedicated funding, and **70%** of dedicated funding received by these agencies were from **state and local** sources.

New York Metropolitan Transit Authority (MTA) receives approximately 35 percent of its income from a regional sales tax, regional tax on mortgage receipts, and a tax on businesses that refine or sell petroleum-based fuel.

Southeastern Pennsylvania Transportation Authority (SEPTA) receives a portion of a statewide sales tax for transit operations.

Massachusetts Bay Transportation Authority (MBTA) receives 20 percent of revenues from the state sales tax, and assessments on towns in its service district.

Los Angeles County's Measure R creates a 0.5 percent sales tax that provides \$40 billion over thirty years of which 40 percent will be used for transit capital projects and 25 percent for transit operations.

Denver's FasTracks creates a 0.4 percent dedicated sales tax that will raise \$6.5 billion in total funding to expand the regional rail network.

Salt Lake City's FrontLines 2015 creates a 0.25 percent sales tax to expand light and commuter rail in the region.

Minneapolis Southwest Light Rail Transit receives a 0.25 percent sales tax to pay for 15-mile extension

Second, Metro must work with the region to find new mechanisms that could generate revenue for Metro, especially considering federal and state funding uncertainty, the looming expiration of Metro's annual PRIAA capital appropriation, and the regional demand for expanded transit capacity. Other regions of the nation have established local

sources of dedicated funding, as shown above. Metro can and should explore whether any of these options or some combination thereof may be implemented. Metro and its stakeholders have many options for discussion including regionalized versions of a commercial real estate tax, a sales tax, a gas tax, a mortgage recording tax, and a payroll tax. Other mechanisms could include a congestion pricing program or a dedicated percentage of fees from the region's jurisdictional partners (such as a percentage on vehicle emissions testing fees or auto registrations).

## ***Action Items***

In the near future, *Momentum* will generate numerous action items and identify roles and responsibilities, as well as sources of funding, for action.

In the immediate future, *Momentum* can move into an action phase with the following:

1. Consensus from the Board on the plan
2. Feedback and endorsement from key stakeholders such as the jurisdictional funders; Congressional Delegation and others.
3. After endorsement, execution of the most effective funding mechanism
4. Integration into General Manager and Department business plans

With the above in hand, *Momentum* can immediately begin work on delivering the transit system of the future and the network that the region needs and deserves.